

1970

Louisiana State Executives: a Social Profile.

William Morris Pearson

Louisiana State University and Agricultural & Mechanical College

Follow this and additional works at: https://digitalcommons.lsu.edu/gradschool_disstheses

Recommended Citation

Pearson, William Morris, "Louisiana State Executives: a Social Profile." (1970). *LSU Historical Dissertations and Theses*. 1745.
https://digitalcommons.lsu.edu/gradschool_disstheses/1745

This Dissertation is brought to you for free and open access by the Graduate School at LSU Digital Commons. It has been accepted for inclusion in LSU Historical Dissertations and Theses by an authorized administrator of LSU Digital Commons. For more information, please contact gradetd@lsu.edu.

70-18,553

PEARSON, William Morris, 1940-
LOUISIANA STATE EXECUTIVES: A SOCIAL PROFILE.

The Louisiana State University and Agricultural
and Mechanical College, Ph.D., 1970
Political Science, public administration

University Microfilms, Inc., Ann Arbor, Michigan

LOUISIANA STATE EXECUTIVES: A SOCIAL PROFILE

A Dissertation

Submitted to the Graduate Faculty of the
Louisiana State University and
Agricultural and Mechanical College
in partial fulfillment of the
requirements for the degree of
Doctor of Philosophy

in

The Department of Government

by

William Morris Pearson

B.S., Sam Houston State University, 1963

M.A., Texas A&M University, 1965

January, 1970

ACKNOWLEDGMENTS

I wish to express appreciation to Louisiana's public servants who returned their questionnaires and thereby made this study possible. Mr. Harold Forbes, Director of the Louisiana Department of Civil Service, and Mr. N. P. Himbert, former Commissioner of Administration, deserve special thanks. A list of state employees was necessary before this study could be undertaken, and Mr. Forbes made available to the writer a roster of classified personnel; Mr. Himbert supplied a list of unclassified employees. These two files yielded the names of persons who received questionnaires. I am indebted to Mr. Clarence Roberts, Personnel Officer in the Louisiana Department of Employment Security, who furnished the agency addresses of executives in his department.

My most sincere gratitude is to Professor Allan R. Richards who suggested this topic and patiently directed the study. I am grateful to Professor Fred W. Grupp for his helpful suggestions and his knowledge of data processing techniques.

I am indebted to my wife, Mary Margaret, for her proof-reading ability, understanding, and encouragement.

TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	ii
LIST OF TABLES	iv
LIST OF APPENDIX TABLES	vi
ABSTRACT	x
 CHAPTER	
I. INTRODUCTION	1
II. PERSONAL BACKGROUNDS OF LOUISIANA EXECUTIVES	13
III. EDUCATION OF LOUISIANA EXECUTIVES	40
IV. OCCUPATIONAL BACKGROUNDS AND CAREERS OF LOUISIANA EXECUTIVES	66
V. CONCLUSIONS	103
BIBLIOGRAPHY	114
 APPENDIXES	
A METHOD OF STUDY	118
B COVER LETTERS AND QUESTIONNAIRE	128
C RESPONSES TO THE QUESTIONNAIRE	142
D APPENDIX TABLES	202
VITA	235

LIST OF TABLES

Table	Page
1. Percent Distribution of 1968 Louisiana Executives, by Parish and Region of Birth and 1920 Louisiana Adult Population, by Parish and Region of Residence.	16
2. Percent of 1968 Louisiana Executives and 1959 Federal Executives Born in Five Sizes of Communities, Compared with the Percent of 1920 Louisiana Population and 1910 United States Population, Residing in Five Sizes of Communities	24
3. Percent of 1968 Louisiana Executives, Their Fathers, and Paternal Grandfathers Born in Louisiana, United States, and Foreign Countries	27
4. Percent of 1968 Louisiana Executives and 1960 Louisiana Adult Population, by Five-Year Age Groups.	37
5. Percent of 1968 Louisiana Executives and 1959 Federal Executives, Compared with the Percent of 1960 Louisiana Adult Population and 1957 United States Adult Male Population, by Levels of Education . . .	42
6. Percent of 1968 Louisiana Executives at Three Educational Levels, by Education of Parents.	46
7. Percent of 1966 Louisiana Executives with College Degrees, by Kinds of Highest Degree Reported	52
8. Percent of 1968 Louisiana Executives and 1959 Federal Executives who Reported Four-Year Degrees, by Broad Areas of Specialization	55

Table	Page
9. Percent of 1968 Louisiana Executives who Reported Four-Year Degrees, by Institutions	60
10. Percent of 1968 Louisiana Executives who Reported Highest Degrees, by Institutions	61
11. Percent of 1968 Louisiana Executives and 1959 Federal Executives, by Occupations of Fathers Compared with the Percent of 1940 Louisiana Adult Male Population and 1930 United States Adult Population, by Occupations.	69
12. Percent of 1968 Louisiana Executives, by Position-Title and Fathers' Occupation.	72
13. Percent of 1968 Louisiana Executives in Occupations After Becoming Self- Supporting, at Four Intervals in Their Careers	78
14. Percent of 1968 Louisiana Executives, by Number of Years in Present Position.	81
15. Percent of 1968 Louisiana Executives, by Number of Years of State Employment.	84

LIST OF APPENDIX TABLES

Appendix Table	Page
1. Percent of 1968 Louisiana Executives Born in Regions of the State, by Position-Title.	202
2. Percent of 1968 Louisiana Executives Born in Five Sizes of Communities, by Position-Title	203
3. Percent of 1968 Louisiana Executives Born in Louisiana, United States, and Foreign Countries, by Position-Title.	204
4. Percent of 1968 Louisiana Executives and 1960 Louisiana Adult Population, by Race	205
5. Percent of 1968 Louisiana Executives and 1960 Louisiana Adult Population, by Sex.	205
6. Percent of 1968 Louisiana Executives, by Sex and Position-Title	206
7. Percent of 1968 Louisiana Executives and 1960 Louisiana Population, by Marital Status.	207
8. Percent of 1968 Louisiana Executives, by Marital Status and Position- Title	207
9. Percent of 1968 Louisiana Executives, by Religious Preference	208
10. Percent of 1968 Louisiana Executives, by Religious Preference and Position-Title.	209
11. Percent of 1968 Louisiana Executives, by Level of Education and Position-Title.	210

12.	Percent of 1968 Louisiana Classified Executives at Three Educational Levels, by Education of Parents	211
13.	Percent of 1968 Louisiana Unclassified Executives at Three Educational Levels, by Education of Parents.	212
14.	Percent of 1968 Louisiana Executives and 1959 Federal Executives at Three Educational Levels, by Education of Father	213
15.	Percent, by Fathers' Occupation, of all 1968 Louisiana Executives at Four Levels of Education.	214
16.	Percent, by Fathers' Occupation, of 1959 Federal Career Executives at Four Levels of Education	215
17.	Percent, by Fathers' Occupation, of 1959 Federal Political Executives at Four Levels of Education	216
18.	Percent of 1968 Louisiana Executives and 1959 Federal Executives, by Kinds of Degrees Reported	217
19.	Percent, by Levels of Degree, of 1968 Louisiana Executives and 1959 Federal Executives who Reported Areas of Specialization.	218
20.	Percent of 1968 Louisiana Executives and 1959 Federal Executives, by Types of Institutions from Which Four-Year Degrees Were Received	219
21.	Percent of 1968 Louisiana Executives, by Types of Institutions from Which Highest Degrees Were Received	220
22.	Percent of 1968 Louisiana Classified Executives and 1959 Federal Career Executives in Occupations After Becoming Self-Supporting, at Four Intervals in Their Careers.	221

23.	Percent of 1968 Louisiana Unclassified Executives and 1959 Federal Political Executives in Occupations After Becoming Self-Supporting, at Four Intervals in Their Careers	222
24.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service, Position-Title, and Occupation of Father.	223
25.	Percent of 1968 Louisiana Executives and 1959 Federal Executives, by Number of Organizations They Were Associated with During Their Careers	224
26.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service, Position-Title, and Number of Organizations They Were Associated with During Their Careers	225
27.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service and by Region of Birth.	226
28.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service and by Size of Birth-place	227
29.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service and by Religious Preference.	228

30.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service, by Region of Birth, and by Religious Preference	229
31.	Percent of 1968 Louisiana Executives by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service, by Position-Title, and by Level of Education	230
32.	Percent of 1968 Louisiana Executives, by Number of Years Required to Achieve Their Present Positions After First Entering the Public Service and by Sex.	231
33.	Number of 1968 Louisiana Executives to Whom Questionnaires Were Mailed and Number of 1968 Louisiana Executives who Returned Question- naires, by Agency	232

ABSTRACT

This study examines the social backgrounds of Louisiana's high-level public servants. Findings are based on a mailed questionnaire returned by 201 executives. The response rate was 63.2 percent.

Louisiana's executives are overwhelmingly white, male, married, Protestant, and middle-aged. Although a majority of the executives were born in towns of less than 2,500 population, respondents came from communities of this size in disproportionately low percentages. Cities of 2,500 to 100,000 produced about two-fifths of the executives and are over-represented. Almost four-fifths of the executives were born in Louisiana; they came from all regions of the state, and most parishes produced executives. About two-fifths of the executives have fathers who were laborers or farmers; however, this proportion is smaller than the percentage of laborers and farmers in the state's total population. Persons with labor and farm backgrounds are less likely to become executives than are sons of professionals and business owners. Those who do, however, are examples of upward occupational mobility. The executive service does not represent proportionately the social groups in the general population. Executive positions appear to be more accessible

to some persons than to others. The social groups to which a person belongs seem to affect his chances of achieving an executive position.

Almost all of Louisiana's executives have had some college training, and about four-fifths were graduated. Nearly all of these had a bachelor's degree; approximately half additionally earned a graduate degree, which, in most cases, was a master's. In college, executives tended to specialize in applied subjects--particularly education, business administration, and agriculture--and the behavioral sciences, primarily sociology and social work. For the most part, executives attended public colleges in the state. Louisiana executives went to college in about the same proportion as federal executives. From the standpoint of advanced degrees, concentration in a few major subject areas, and quality of institutions attended, the education of Louisiana executives falls short of federal executives' achievements.

Almost half of the executives' first self-supporting jobs were in the professions, which suggests that these are likely occupations from which to move into executive positions. Also, it may mean that executives' job training is quite specialized or technical and that the executives tend to be more "specialist" than "generalist."

Approximately half of Louisiana's executives have worked for the state at least twenty years, and half have

held their present positions for five years or more. About 55 percent of the respondents have never been associated with more than three organizations. These facts suggest that executives have considerable training for their jobs, although their experience may be limited to a few organizations.

The Louisiana executive service is about as representative of the state's population as the federal executive service is of American society. Louisiana's executives are not as well educated as federal executives, and the latter are more "specialist" and more organizationally mobile.

CHAPTER I

INTRODUCTION

Subject and Purpose

Since the late 1940's public administration has been increasingly regarded as inseparable from politics. Paul H. Appleby has persuasively described administration as the "eighth political process."¹ John M. Gaus recognized the unity when he said that "a theory of public administration means in our time a theory of politics."² Similarly, Dwight Waldo has suggested that political theory is at the matrix of public administration,³ and the latter is value-laden, culture bound, and political.⁴ The role of the bureaucrat or public servant accounts for the bond between politics and administration. The expectations of the bureaucrat are such that he exercises discretion, executes decisions, and

¹Paul H. Appleby, Policy and Administration (University of Alabama: University of Alabama Press, 1949), p. 29.

²John M. Gaus, "Trends in the Theory of Public Administration," Public Administration Review, X (Summer, 1950), p. 168.

³Dwight Waldo, "The Administrative State Revisited," Public Administration Review, XXV (March, 1965), p. 6.

⁴Dwight Waldo, The Administrative State (New York: The Ronald Press, 1948), pp. 178-182.

implements policy, and thereby participates in the political process. In his role he is not merely carrying out law, but is involved in its determination and interpretation. Congress and state legislatures increasingly resort to the administrative process for formulation and application of law. Consequently, they have endowed administrative agencies with rule or decision-making authority to affect rights, obligations, and interests.⁵ Assuming that the public executive has personal preferences and sometimes possesses the political power to put them into effect, it is likely that this official leaves his impact on all major policy determinations. Accordingly, one speaks of a "policy role" of the bureaucracy in order to understand realistically the nature of policy-making.⁶ If the bureaucrat is in fact as prominent a political actor as is assumed, then it is worthwhile to know more about him.

Prior to the 1930's little, if any, of the public administration literature gave attention to the kinds of people who held high-level administrative jobs. The main emphasis was on the legal and historical aspects of administration, and much of this was of a normative nature. Herring's Federal Commissioners⁷ was a new departure concerned

⁵William W. Boyer, Bureaucracy on Trial (New York: The Bobbs-Merrill Co., 1964), p. 4.

⁶Charles E. Jacob, Policy and Bureaucracy (New York: D. Van Nostrand, Inc., 1966), p. 44.

⁷E. Pendleton Herring, Federal Commissioners (Cambridge: Harvard University Press, 1936).

with the backgrounds, careers, and qualifications of federal regulatory commission members. MacMahon and Millett studied personnel problems of several federal departments from the standpoint of biographical data or personal and career histories of high-level government employees.⁸ Ten years later, Bendix examined the social origins of higher civil servants in the national government to see if administrators as a group differed from society as a whole.⁹ Since 1963 several studies have been made of the backgrounds of public executives. One of these, The American Federal Executive,¹⁰ is a detailed, empirical analysis of American civilian and military executives, their social backgrounds, and careers. The study presents a social profile of federal executives from which it is possible to generalize about the representative character of the American national bureaucracy.

The Warner study provided the impetus for a study of Louisiana executives. These officials have remained rather obscure in publications on Louisiana government and politics. Little is known about the men and women who hold high-level positions in the Louisiana bureaucracy, whether they differ socially from the general population, descend from upper

⁸Arthur W. MacMahon and John D. Millett, Federal Administrators (New York: Columbia University Press, 1939).

⁹Reinhard Bendix, Higher Civil Servants in American Society (Boulder: University of Colorado Press, 1949).

¹⁰W. Lloyd Warner et al., The American Federal Executive (New Haven: Yale University Press, 1963).

socioeconomic groups, receive college educations, or have experience for their jobs. The Louisiana bureaucrat has been discussed, if at all, in general terms without benefit of systematic and empirical research. No studies have probed his social background. None have tried to document and correct impressionistic viewpoints on the character of the Louisiana bureaucracy by presenting evidence about its representative nature. The present research is designed to fill a part of this void.

The purpose of this study is to construct a social profile of Louisiana executives that will serve as a basis for inferences about the representative character of the upper levels of the state's bureaucracy. Representativeness, as used here, has a sociological connotation and refers to the social origin of civil servants and the degree to which they reflect the localities, occupations, education, races, religions, and other categories of people in the total society.¹¹ Advocates of representative bureaucracies do not suggest that positions be apportioned among social groups on the basis of their numerical strength. However, they do argue that to achieve democratic ideals, recruitment, selection, and promotion should be on ability rather than social origin or status. Admittedly, representativeness does not assure a "democratic society." Probably, the importance of representativeness does not lie in what members of various

¹¹Frederick C. Mosher, Democracy in the Public Service (New York: Oxford University Press, 1968), pp. 11-14.

social groups do as public servants. Instead, the significance of representative bureaucracy in a democratic society is the fact that members of all social groups are in the public service or that it is socially and legally possible for them to be there. The absence or conspicuous underrepresentation of certain categories of people suggests barriers to their entry or advancement.¹²

The educational background of executives is given special consideration here because of the presumed effect that education can have on the public service. Formal education is believed to contribute to the preparation of executives for their jobs and induce occupational mobility into the executive service.

The study of occupational origins, or the kinds of jobs executives' fathers held, is designed to show the occupational status from which Louisiana's executives come. Career patterns or the various positions that respondents have held illustrate the occupations that produce most of the state's executives. The length of time they have held their present positions and the number of years employed by the state provide data relevant to state personnel problems, for example, inexperienced personnel and the state's inability to retain trained officials. Consideration of the length of time required of executives to achieve their present positions indicates the social characteristics that

¹²Ibid., p. 14.

are associated with rapid advancement in the state bureaucracy.

The social origins of executives are presented here as measures of the representativeness of the executive service. Additionally, education and careers shed some light on executives' training and experience.

Collection of Data

A mailed questionnaire provided the data for this study. Many of the questions are identical to those in The American Federal Executive. Others are altered, deleted, or added to make the questionnaire applicable to Louisiana's state executives.

The study group consists of the state's civilian classified and unclassified employees. Classified executives are state employees who hold positions under Louisiana's merit system. Unclassified executives are not subject to the merit law. They are political appointees appointed by the governor, department heads, and boards or commissions. Classified and unclassified executives as categories of study are comparable to Warner's federal career and political executives with regard to manner of appointment and promotion.

Classified executives were identified from a list of all classified employees, which was supplied by the Louisiana Civil Service Department. Unclassified executives were identified from a list of all unclassified employees, which was furnished by the Division of Administration. These two

lists were examined in search of non-elected state employees who held the highest administrative position in their agency and other non-elected persons in administrative positions whose salary was \$950.00 monthly or more. Employees meeting these criteria were regarded as executives.

Examination of the classified and unclassified employee lists yielded the names and agency affiliation of 318 executives, 156 of which were classified and 162 unclassified. All received questionnaires, and 201 or 63.2 percent returned them in usable form. The proportion of returned questionnaires among classified executives was 71.2 percent compared to 55.6 percent among unclassified executives. Additional methodological considerations are in Appendix A, and copies of the questionnaire and cover letters appear in Appendix B.

Profile of Executives

To acquaint the reader with the material in this study a brief factual profile, or composite view of the social characteristics, of Louisiana executives is presented. The extent to which the executive service reflects various categories of persons in society is illustrated by comparing a social group's numerical strength in the state's population with that group's numerical strength among Louisiana executives. If the percentage of the population who are members of a particular group differs from the proportion of executives who are also members, then that social group is said to be disproportionately represented among executives. This

disproportion might constitute over- or under-representation.

Comparison of the number of executives born in each of Louisiana's parishes and the population of each parish reveals that, with few exceptions, parishes are proportionately represented among executives. The two most populated parishes were, however, under-represented. Executives tended to come from the medium-sized parishes rather than the most urban or rural.

Executives were born in all three regions of the state, although in varying proportions. The Florida Parishes produced more executives than would be expected; North Louisiana is proportionally represented and South Louisiana is under-represented. Unclassified executives were born in North Louisiana in greater proportion than in any other region, and classified executives came from South Louisiana in higher percentages.¹³

Louisiana communities did not produce executives in proportion to their percentage of the state's population. Although a majority were born in towns of less than 2,500, executives came from this size of community in disproportionately low percentages in comparison with the population. Cities of 2,500 to 100,000 produced more executives than would be expected in comparison with the population distribution. Unclassified executives, more often than classified, were born in small communities.

¹³The parishes that compose North Louisiana, South Louisiana, and the Florida Parishes appear in Table 1, Chapter II.

Generally, executives and their ancestors can be described as native Louisianians, although a few were born outside of Louisiana. Louisiana nativity is more prevalent in the unclassified than the classified service.

Executives are overwhelmingly white, male, married, Protestant, and middle-aged. All of the classified respondents are white; three of the unclassified executives studied are Negroes. About seven in ten of the classified executives are men, and more than nine in ten of the unclassified executives are male. Approximately 80 percent of the classified executives are married, and only one of the unclassified respondents is single. Protestantism is more prevalent in the unclassified service than classified. The youngest executive is twenty-eight and the oldest seventy-six. They average 50.3 years of age, and classified executives, on the average, are about two years younger than unclassified executives.

Almost all of Louisiana's executives attended college, and about 80 percent were graduated. Nearly all of those who were graduated received a bachelor's degree; about half earned a graduate degree, which, in most cases, was a master's. Unclassified executives held advanced degrees in slightly higher proportion than classified executives. In college, executives tended to study applied subjects and the behavioral sciences. A large number of classified executives specialized in sociology or social work. Unclassified executives concentrated heavily in education, business

administration, and agriculture. For the most part executives attended public colleges in Louisiana, although about 46 percent of the classified executives went to private schools for graduate study.

Executives with labor and farm origins are more numerous than those with other occupational backgrounds. About one-third of the classified and half of the unclassified executives have fathers who were laborers or farmers. However, fewer executives had fathers who were laborers or farmers than would be expected in comparison with the state population. Respondents whose fathers were professionals, executives, or business owners reached executive positions in disproportionately higher percentages. From this it would appear that persons with labor and farm backgrounds are less likely to become executives than are sons and daughters of professionals and business owners. Those who do, however, are examples of upward occupational mobility.

Almost half of the classified executives and more than two-fifths of the unclassified executives began their careers as professionals, most of whom were teachers and social workers. About 17 percent were white-collar workers. Relatively small percentages of executives began their careers in other occupations. The fact that about 46 percent were professionals at the time of their first jobs suggests a trend toward the "specialist" as opposed to the "generalist" administrator.

Seemingly, most Louisiana executives have considerable training and experience for their positions. Almost half have worked for the state at least twenty years, and half have held their present jobs for five years or more. Length of service in executive positions is greater in the classified than unclassified service.

Some social characteristics appear to affect the time required for executives to achieve their present positions. Comparison of the achievement time of respondents having different occupational origins reveals that executives with farm backgrounds were the slowest achievers. Three or more organizational moves are conducive to slow advancement. Rural birth is correlated with slow position achievement. Catholics reached their jobs faster than Protestants, and women required longer to attain their executive positions than men. In short, farm origin, inter-organizational mobility, rural birth, Protestantism, and women are associated with retarded career speeds. The effect of several other variables,¹⁴ such as region of birth, level of education, race, and marital status, are inconclusive or minimal.

A more detailed analysis of Louisiana's executives is

¹⁴"A variable is a quantity in which you are interested that varies in the course of the research or that has different values for different samples in your study. Everything changes sooner or later. But a variable is a factor whose change or difference you study." For this definition, see Julian L. Simon, Basic Research Methods in Social Science (New York: Random House, 1969), p. 31.

presented in Chapters II, III, and IV. Much of the tabular material has been placed in Appendix D to avoid excessive interference with the continuity of the text. References to the tables in Appendix D are made in the text, and corresponding page numbers appear in the list of Appendix tables (page vi).

CHAPTER II

PERSONAL BACKGROUNDS OF LOUISIANA EXECUTIVES

This chapter considers several social characteristics --geographic origin, race, sex, marital status, religion, and age--that partially comprise a profile of Louisiana executives. Analysis of these factors and the construction of a social profile are designed to show which social groups are over- or under-represented among executives. The delineation of these categories will afford inferences as to the social groups whose members are most likely to become executives, for example, North or South Louisianians, whites or Negroes, and males or females.

The extent to which Louisiana executives reflect the membership of particular social groups is significant in a democratic society. Bureaucratic leadership that is broadly representative of society

. . . suggests an open service in which access is available to most people, whatever their station in life, and in which there is equality of opportunity. These are values which Americans have honored--in speech if not always in deed--for more than a century.¹

A representative public service has long been an aim of merit

¹Mosher, Democracy and the Public Service, p. 14.

systems in the United States. The Civil Service Act of 1883, contradicts the earlier Federalist practice of selecting for public service persons of standing, esteem, and honor in the community by specifying that applicants be tested for their "capacity and fitness."² Furthermore, the national merit system law of 1883 explicitly mentioned that the civil service be representative of all sections of the country. In view of these and other characteristics of the national civil service, Long has argued that while the national bureaucracy is not adequately representative, it is a better sample of Americans than is congress.³ Thus, a representative bureaucracy is presumed to be highly valuable in American society. If it is, then research that measures the representativeness of executive positions or the extent to which they reflect social groups' membership is worthwhile.

Geographic Origins

Parish of birth. One aspect of executives' geographical background is the determination of whether they were born in Louisiana parishes in proportion to the parishes' 1920 adult population. If they were not, this will show that some parishes are under-represented among executives.

²Herbert Kaufman, "The Growth of the Federal Personnel System," Wallace S. Sayre (ed.), The Federal Government Service (2d ed.; Englewood Cliffs: Prentice-Hall, Inc., 1965), pp. 36 and 13.

³Norton E. Long, "Bureaucracy and Constitutionalism," American Political Science Review, XLVI (September, 1952), p. 813.

The fact of under-representation will suggest that executives are more likely to come from some parishes than others. The 1920 census data are used in comparing the proportion of executives born in each parish and the distribution of population because this is the census nearest the average year of birth for executives studied.

Table 1 shows that no executives were born in about one-fifth of the state's parishes. However, no unrepresented parish was heavily populated; each contained 1.2 percent or less of the 1920 adult population.

The most obviously over-represented parish is Avoyelles, and the most clearly under-represented parish is Orleans. About 8 percent of all⁴ executives studied were born in Avoyelles, which contained slightly less than 2 percent of the 1920 adult population. In contrast, 9 percent of the executives were born in Orleans Parish where about one-fourth of the 1920 adult population resided. Thus, Orleans Parish contained 15 times more of the total 1920 adult population than Avoyelles, but only 13 percent more of the executives were born in Orleans than Avoyelles.

Caddo Parish with 5.2 percent of the population produced⁵ 0.6 percent of the executives. Interestingly, Orleans and Caddo, both under-represented, were the only parishes in

⁴"All" refers to classified and unclassified executives considered together; for example, see Table 1.

⁵A parish's production of executives refers to the parish as a birthplace or place of origin.

TABLE 1

PERCENT DISTRIBUTION OF 1968 LOUISIANA EXECUTIVES, BY PARISH
AND REGION OF BIRTH AND 1920 LOUISIANA ADULT POPULATION,
BY PARISH AND REGION OF RESIDENCE

Region and Parish ^a	Louisiana Executives			Population
	Classi- fied	Unclassi- fied	All	1920 Louisiana adult ^b
North Louisiana				
Beauregard	1.3	1.3	1.3	1.2
Bienville	1.3	0.0	0.6	0.9
Bossier	0.0	1.3	0.6	1.2
Caddo	0.0	1.3	0.6	5.2
Caldwell	0.0	5.3	2.6	0.5
Catahoula	0.0	1.3	0.6	0.6
Claiborne	1.3	2.5	2.0	1.5
Concordia	0.0	0.0	0.0	0.8
DeSoto	1.3	0.0	0.6	1.5
East Carroll	0.0	0.0	0.0	0.8
Franklin	2.5	1.3	2.0	1.2
Grant	1.3	1.3	1.3	0.8
Jackson	0.0	2.5	1.3	0.6
LaSalle	0.0	2.5	1.3	0.5
Lincoln	2.5	2.5	2.6	0.8
Madison	0.0	0.0	0.0	0.6
Morehouse	1.3	0.0	0.6	1.0
Natchitoches	1.3	1.3	1.3	1.9
Ouachita	1.3	1.3	1.3	1.8
Rapides	2.5	1.3	2.0	3.3
Red River	0.0	0.0	0.0	0.8
Richland	0.0	0.0	0.0	1.0
Sabine	2.5	5.3	3.9	0.9
Tensas	1.3	0.0	0.6	0.8
Union	1.3	2.5	2.0	0.9
Vernon	1.3	2.5	2.0	1.0
Webster	0.0	1.3	0.6	1.2
West Carroll	0.0	1.3	0.6	0.4
Winn	2.5	4.0	3.2	0.8
Total North La.	26.8	43.9	35.5	34.5

^aAn alphabetized list of parishes and the number of executives born in each appear in Appendix C, Item 36.

^bCalculated from: U. S. Department of Commerce, Bureau of the Census, Fourteenth Census of the United States: 1920 Population (Washington: U. S. Government Printing Office), Vol. IV, pp. 393-98.

TABLE 1 (CONTINUED)

Region and Parish	Louisiana Executives			Population
	Classi- fied	Unclassi- fied	All	1920 Louisiana adult
South Louisiana				
Acadia	3.7	0.0	2.0	1.7
Allen	2.5	2.5	2.6	1.1
Ascension	1.3	0.0	0.6	1.2
Assumption	0.0	0.0	0.0	1.0
Avoyelles	3.7	12.0	7.8	1.7
Calcasieu	4.7	0.0	2.6	1.8
Cameron	0.0	0.0	0.0	0.2
Evangeline	1.3	0.0	0.6	1.1
Iberia	2.5	0.0	1.3	1.4
Iberville	3.7	1.3	2.6	1.6
Jefferson	2.5	0.0	1.3	1.3
Jefferson Davis	0.0	1.3	0.6	1.0
Lafayette	3.7	4.0	3.9	1.5
Lafourche	0.0	1.3	0.6	1.5
Orleans	10.0	8.0	9.0	26.0
Plaquemines	0.0	0.0	0.0	0.6
Pointe Coupee	3.7	1.3	2.6	1.3
St. Bernard	0.0	0.0	0.0	0.2
St. Charles	0.0	0.0	0.0	0.5
St. James	1.3	0.0	0.6	1.2
St. John the Baptist	1.3	0.0	0.6	0.7
St. Landry	3.7	0.0	2.0	2.3
St. Martin	0.0	1.3	0.6	1.2
St. Mary	2.5	0.0	1.3	1.0
Terrebonne	0.0	1.3	0.6	1.3
Vermilion	1.3	2.5	2.0	1.2
West Baton Rouge	1.3	0.0	0.6	0.6
Total South La.	54.7	36.8	46.4	56.2
Florida Parishes				
East Baton Rouge	4.7	6.5	5.9	2.7
East Feliciana	1.3	2.5	2.0	0.9
Livingston	1.3	2.5	0.6	0.6
St. Helena	3.7	2.5	3.2	0.4
St. Tammany	0.0	0.0	0.0	1.2
Tangipahoa	2.5	4.0	3.2	1.6
Washington	3.7	1.3	2.6	1.3
West Feliciana	1.3	0.0	0.6	0.6
Total Florida Parishes	18.5	19.3	18.1	9.3
Total all parishes	100.0	100.0	100.0	100.0
	N=80	N=75	N=155	

the state with a 1920 adult population in excess of 45,000.⁶ All other parishes contained less than 31,000 population each.

The data show that Louisiana executives are more often born in parishes with 10,000 to 18,000 population, which are not the state's most urban or rural parishes. It is suggested that persons born in medium-sized parishes may be more likely to become executives than those born in other places, particularly the most populated parishes with 30,000 or more population.

Region of birth. Investigation of executives' region of birth is designed to show if executives were born in three regions of the state--North Louisiana, South Louisiana, and Florida Parishes--in proportion to their 1920 adult population. These regions are suggested by William C. Havard et al. who show that they exhibit different voting patterns. Political differences are, in part, a consequence of variations in race and religion.⁷ Therefore, the extent to which races, religious preferences, and regions of the state are represented among executives is of interest in the present study.

⁶For these census data see U. S., Bureau of the Census, Fourteenth Census of the United States: 1920 Population, IV, pp. 393-98.

⁷William C. Havard et al., The Louisiana Elections of 1960 (Baton Rouge: Louisiana State University Press, 1963), pp. 67-73. Pages 116-17 of the Havard volume and Table 1 of the present study contain the parishes that Havard et al. placed in each region of the state.

Table 1 indicates that Louisiana executives were born in North Louisiana in close proportion to that region's 1920 adult population. However, fewer executives were born in South Louisiana than would be expected proportionately, and almost one-fifth of the executives were born in the Florida Parishes, which comprise less than one-tenth of the population.

The classified executives that came from South Louisiana were born there in close proportion to that region's 1920 population. However, classified executives do not reflect the 1920 populations in North Louisiana or the Florida Parishes proportionally. About one-fourth of the classified executives came from North Louisiana, containing about one-third of the population; the Florida Parishes with less than one-tenth of the population produced almost 19 percent of the classified executives.

Unclassified executives were born in disproportionate number to the 1920 population of all three regions. About 44 percent of the unclassified executives were born in North Louisiana, and almost one-fifth were born in the Florida Parishes. South Louisiana, on the other hand, with well over half of the population, produced slightly more than one-third of the unclassified executives.

Thus, among the three categories of executives, the Florida Parishes are consistently over-represented. North Louisiana is proportionally represented among all executives,

under-represented among classified executives, and over-represented in the unclassified executive service. South Louisiana appears under-represented among all executives, under-represented in the unclassified service, and proportionally represented among classified executives. Therefore, the conclusion is that North Louisiana born and Florida born persons may be more likely to become executives than native South Louisianians. However, South Louisiana born persons may be more likely to enter the classified executive service than persons born in North Louisiana.

The fact that unclassified executives come from North Louisiana in greater proportion than from other regions leads to the assumption that North Louisiana born executives also hold the greater percentage of the agency directorships. To see if agency directors were born in disproportionate numbers among the three regions, executives' region of birth was analyzed in conjunction with position-title.⁸ This revealed that almost 60 percent of the agency directors were born in North Louisiana, about 30 percent in South Louisiana, and

⁸Position-titles, ascertained by item 4 in the questionnaire, are reduced to six categories for analysis: agency director, assistant agency director, first level division director, first level division assistant director, second level division director, and field office director. Since only four executives are second level division assistant directors, these four executives appear in the analysis as second level division directors. Likewise, nine field office division directors are included in the field office director category. An exhaustive list of the position-titles in each category appears in Appendix C, item 4.

approximately 12 percent in the Florida Parishes.⁹ Thus, North Louisiana born executives hold most of the agency director positions. This might be expected since North Louisiana is over-represented in the unclassified service as a whole, and almost all agency directorships are unclassified. Perhaps the present governor, also from North Louisiana, filled these positions with North Louisiana supporters. The basis for this inference is that two-thirds of the Louisiana born agency directors appointed since the beginning of Governor McKeithen's first term (1964) are from North Louisiana. In contrast, about one-fourth came from South Louisiana, and less than one-tenth are natives of the Florida Parishes. Only about one-fifth of the Louisiana born agency directors have held their positions longer than Governor McKeithen has held his, and none of these are from North Louisiana. This may mean that North Louisiana was under-represented in the administration of former governor Jimmie H. Davis (1960-1964). At least it shows that North Louisiana agency directors appointed by Davis were not retained by McKeithen; one might not expect otherwise, since directorships are patronage positions.

In regard to other positions, North Louisiana is over-represented in three and under-represented in two. The Florida Parishes produced more executives than would be

⁹See Table 1, Appendix D.

expected (in comparison with the population) in all but one position-title category, while South Louisiana produced less than its share in all but one. This is partially explained by the fact that South Louisiana is under-represented in the executive service as a whole.

The data on position-titles and region of birth suggest that executives born in North Louisiana and the Florida Parishes may be more likely to reach the top of their agency than executives born in South Louisiana. Furthermore, South Louisiana born executives appear less likely to hold agency directorships than any other position.

Size of community of birth. Executives' community of origin is investigated to see if communities produced executives in proportion to their population.¹⁰ This analysis will show the relative representation of various community sizes among the executives. Since the state was predominately rural¹¹ in 1920, one might expect to find that most executives were born in communities under 2,500 population.

¹⁰To maintain comparability with Warner's federal study, the same community sizes employed in his research are used: 400,000 and over; 100,000 to 400,000; 2,500 to 25,000; and under 2,500. No distinction is made between Louisiana and non-Louisiana born executives, rather the objective is to determine from what size community executives came regardless of whether the community is in Louisiana. However, since almost four-fifths of the executives were born in Louisiana, the 1920 Louisiana population residing in the five sizes of communities is used for comparison.

¹¹"Rural" is defined here as a place of less than 2,500 population.

Considering all Louisiana executives first, Table 2 shows that more than half were born in rural communities. However, since these areas contained almost two-thirds of the 1920 Louisiana population, they are under-represented among executives. Also, a disproportionately low percentage of executives came from cities of 100,000 to 400,000. On the other hand, about one-fourth of the executives were born in cities of 2,500 to 25,000 which contained 11 percent of the Louisiana population.

In the classified executive service, about 47 percent of the executives are of rural origin, and nearly one-third were born in cities of 2,500 to 25,000. Approximately three-fifths of the unclassified executives came from rural areas, and about one-fifth from cities of 2,500 to 25,000. Thus, both services show a predominance of rurally born executives; however, in both services, communities under 2,500 are under-represented, and cities of 2,500 to 25,000 are over-represented.

Thus, the data reveal that executives are more likely to be persons born in medium-sized towns and cities (2,500 to 100,000) than very large (100,000 to 400,000) or very small (less than 2,500) communities.

Analysis of Louisiana executives' community of birth and position-title reveals that a greater percentage of executives in all position-title categories are rurally

TABLE 2

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES BORN IN FIVE SIZES OF COMMUNITIES, COMPARED WITH THE PERCENT OF 1920 LOUISIANA POPULATION AND 1910 UNITED STATES POPULATION, RESIDING IN FIVE SIZES OF COMMUNITIES

Size of Community	Louisiana Executives			Federal Executives ^a		Population	
	Classified	Unclassified	All	Career	Political	1920 La. ^b	1910 U.S. ^a
400,000 and over	9.0	4.6	7.1	20.0	23.0	0.0	11.0
100,000-400,000	9.0	4.6	7.1	11.0	13.0	21.5	8.0
25,000-100,000	3.6	10.3	6.5	11.0	12.0	2.4	8.0
2,500- 25,000	31.5	21.8	27.3	21.0	20.0	11.0	15.0
Under 2,500	46.9	58.7	52.0	36.0	32.0	65.1	58.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	N=111	N=87	N=198				

^aWarner et al., The American Federal Executive, pp. 58 and 333. The percentages appearing in the columns above labeled "career" and "political" are not cited by Warner, rather are derived by multiplying the percent of the 1910 population residing in each community size, cited on page 333 of Warner, by the ratio of career and political executives born in each size of community, cited on page 58 of Warner.

^bCalculated from: U. S. Department of Commerce, Bureau of the Census, Fourteenth Census of the United States: 1920 Population (Washington: U. S. Government Printing Office), Vol. IV, pp. 399-401.

born;¹² however, in comparison with the 1920 population distribution, rural areas are under-represented in every position-title category. Rural birth appears most prevalent among agency directors. Cities of 2,500 to 25,000, with about one-tenth of the population, produced more executives than proportionately expected in each position-title category and are most over-represented among division directors. Thus, the data suggest that cities of 2,500 to 25,000 are more likely places from which to rise to government executive jobs--agency director or otherwise--than communities under 2,500 population.

The Louisiana data on community of birth contrast very little with the Warner findings. They, too, showed a greater proportion of executives born in communities of less than 2,500. However, the percentage of Louisiana executives born in rural areas is smaller than the percentage of federal executives born in these areas. Also, Warner found all community sizes other than the smallest over-represented among executives. The same holds for Louisiana with the exception of the 100,000 to 400,000 category of cities. Therefore, with one exception--the 100,000 to 400,000 category--the data on Louisiana executives support Warner's conclusion that "all towns and cities above 2,500 produce more leaders than would be expected and would be more likely places from which to

¹²See Table 2, Appendix D.

launch a successful career into the federal elites."¹³ Perhaps cultural, educational, or political advantages are available to persons born in large towns and cities that are unavailable to those from rural communities. If this is true, it may partially explain the under-representation of rural areas among state and federal executives.

Two other studies of executives' place of birth concur in concluding that most executives are of rural origin.¹⁴ However, neither of these studies compares the number of executives born in rural communities to the rural population. Thus, they are unable to measure the representation of community sizes among executives.

Nativity. The final aspect of geographic backgrounds is the study of the national and Louisiana origins of executives and their ancestors. The purpose here is to see whether the number of non-Louisiana born executives is in proportion to the non-Louisiana born residents of the state.

Table 3 shows that among all Louisiana executives very few were foreign born. However, the number of foreign born executives is in exact proportion to the 1960 foreign born population (0.5 percent) in Louisiana.¹⁵

¹³Warner et al., The American Federal Executive, p. 57.

¹⁴Bendix, Higher Civil Servants in American Society, p. 23. Deil S. Wright and Richard L. McAnaw, "American State Executives: Backgrounds and Careers," State Government, XXXVIII (Summer, 1965), pp. 151-52.

¹⁵U. S., Bureau of the Census, Eighteenth Census of

TABLE 3

PERCENT OF 1968 LOUISIANA EXECUTIVES, THEIR FATHERS, AND PATERNAL GRANDFATHERS
BORN IN LOUISIANA, UNITED STATES, AND FOREIGN COUNTRIES

Executives, Fathers, and Paternal Grandfathers	Place of Birth			Foreign	Total ^a	
	Louisiana	United States (excluding Louisiana)	United States (including Louisiana)			
Executives						
Classified	71.2	28.8	100.0	0.0	100.0	N=111
Unclassified	87.4	12.6	99.0	1.0	100.0	N= 88
All	78.3	21.7	99.5	0.5	100.0	N=199
Fathers of executives						
Classified	61.5	38.5	97.2	2.8	100.0	N=107
Unclassified	75.3	24.7	97.7	2.3	100.0	N= 87
All	67.7	32.3	97.4	2.6	100.0	N=194
Paternal grandfathers of executives						
Classified	54.4	45.6	84.1	15.9	100.0	N=107
Unclassified	61.8	38.2	87.4	12.6	100.0	N= 87
All	57.8	42.2	85.6	14.4	100.0	N=194

^aThe "total" is derived by adding the columns: "United States (including Louisiana)" and "foreign."

Less than 5 percent of the 1959 federal executives were foreign born.¹⁶ Similarly, about this same proportion of Peruvian executives is reported to be of foreign birth.¹⁷ As in Louisiana, the number of non-native United States and Peruvian executives is proportionate to the non-native populations.

Very few of all Louisiana executives had foreign born fathers, and only about one-sixth had foreign born paternal grandfathers.

Comparison of classified and unclassified services shows little difference in the number of foreign born executives. However, a higher proportion of classified executives were born in the United States outside of Louisiana. Furthermore, the proportion of classified executives born outside the state, surprisingly, is greater than the proportion of 1960 Louisiana adult population of similar origin.¹⁸ Also, a higher percentage of classified executives has fathers and paternal grandfathers born in the United

the United States: 1960 Population, State of Birth, Final Report PC(2)-2A, p. 6.

¹⁶Warner et al., The American Federal Executive, p. 62.

¹⁷Jack W. Hopkins, The Government Executive of Modern Peru (Gainesville: University of Florida Press, 1967), p. 44.

¹⁸Eighteen percent of the 1960 Louisiana adult population were born outside Louisiana within the United States. U. S., Bureau of the Census, Eighteenth Census of the United States: 1960 Population, State of Birth, Final Report PC(2)-2A, p. 6.

States outside of Louisiana. In contrast, a higher percentage of the unclassified executives was born in Louisiana and has Louisiana born fathers and paternal grandfathers. Therefore, persons of non-Louisiana birth and ancestry are more likely to become executives in the classified than unclassified service.

The data suggest that the unclassified executive service is comparatively more provincial than the classified executive service, if Louisiana birth and ancestry is an indication of provincialism. It is expected that the unclassified service would be more provincial than the classified, since presumably political benefits result from Louisiana birth and ancestry in Louisiana politics. On the other hand, the state's merit system may have a tendency to reduce provincialism in the classified service by out-of-state recruitment.

Investigation of the nativity of executives by position-title shows that most executives in every position-title category are Louisiana born. About 80 percent of the agency directors and nearly 90 percent of their assistants were born in Louisiana.¹⁹ Compared to the native population of the state, which accounts for 81 percent of the 1960 population, native residents are over-represented in all but two position-title categories. There are proportionally fewer Louisiana born executives among field office directors than

¹⁹See Table 3, Appendix D.

in any other position.

Executives at all organizational levels have been hired most often from among native Louisianians. Furthermore, agency director and assistant agency director positions contain a much smaller proportion of non-Louisiana born executives than field positions. Therefore, the inference is that provincialism is more prevalent at the two highest position levels than among field personnel. Again, the prevalence of unclassified positions among top agency jobs and the predominance of classified positions among field personnel partially explain this pattern.

Race

More than 98 percent of all Louisiana executives studied are white, and the rest are Negro. There are no Negroes among classified executives, and only three among unclassified executives. The proportion of Negro executives indicates a significant under-representation of Negroes in the executive service since about 28 percent of the 1960 Louisiana adult population are Negro.²⁰ The data here support the general assumption that Negroes are under-represented at high echelons of state government²¹ and suggest that non-white persons are unlikely to achieve high supervisory positions in the Louisiana state bureaucracy.

²⁰See Table 4, Appendix D.

²¹Wright and McAnaw, "American State Executives: Their Backgrounds and Careers," State Government, XXXVIII (Summer, 1965), p. 149.

Sex

More than half of the 1960 adult population in Louisiana are women, while less than one-fifth of all executives are women.²² About one-fourth of the classified executives are women, compared to less than one-tenth of the unclassified executives who are female. Perhaps few women aspire to be state executives; others may be discouraged by the myth that politics is a job for men only.

As is expected in view of the lesser proportion of women, there are more men than women in each position-title category. Only among field personnel is there an impressively large proportion of women,²³ and the great majority of these is in the Department of Public Welfare.

The data show that men are more likely to reach executive positions than women. Furthermore, women are more likely to be appointed to executive posts in the classified than unclassified service, particularly to field positions.

A survey of the literature that deals with the proportion of men and women in executive positions shows that under-representation of women is the general pattern. However, women appear less under-represented in Louisiana than in a number of other governments. For example, less than 2 percent of the federal executives are women.²⁴ Wright and

²²See Table 5, Appendix D.

²³See Table 6, Appendix D.

²⁴See Warner et al., The American Federal Executive,

McAnaw suggest 2 percent of the state agency heads are women,²⁵ and another study placed the figure at 10 percent.²⁶ Women account for less than 1 percent of Peru's public executives.²⁷

If sex discrimination exists in government employment,²⁸ the literature suggests that Louisiana has made more progress toward its elimination among executives than some other governments.

Marital Status

About nine in every ten of Louisiana's executives are married. This indicates a considerable under-representation of the state's single residents, which account for about one-fourth of the 1960 population fourteen years of age and over.²⁹ Under-representation of single residents can be

p. 391; David T. Stanley, The Higher Civil Service (Washington: The Brookings Institution, 1964), p. 23; and Dean E. Mann, The Assistant Secretaries (Washington: The Brookings Institution, 1965), p. 17.

²⁵Wright and McAnaw, "American State Executives: Their Backgrounds and Careers," State Government, XXXVIII (Summer, 1965), p. 148.

²⁶Joseph P. Pisciotte and Thomas J. Anton, "Provincial Administrators: Profile and Career Patterns of Illinois State Officials," Joseph P. Pisciotte (ed.), Manpower for Illinois Governments (University of Illinois: Institute of Government and Public Affairs, 1968), p. 51.

²⁷Hopkins, The Government Executive of Modern Peru, pp. 28 and 81.

²⁸On this subject see Evelyn Harrison, "The Working Women: Barriers in Employment," Public Administration Review, XXIV (June, 1964), pp. 78-85.

²⁹See Table 7, Appendix D.

accounted for, in part, by the fact that the marital status of the population at a higher age is not available. If census data on the single population at twenty-five years of age and over were available, the difference between the proportion of single residents and single executives would be less.

No unmarried executives hold agency director or assistant agency director positions.³⁰ Single persons are most numerous at the field office level, where, the proportion of women is greater.

The data show that persons who become executives are more likely to be married than single. The literature supports this conclusion. For example, about 95 percent of the federal executives are married.³¹ About 90 percent of the Illinois executives are married,³² and a similarly high proportion of Peru's executives are married.³³

Religious Preference

About 62 percent of all Louisiana executives are Protestant, and approximately 36 percent are Roman

³⁰See Table 8, Appendix D.

³¹Warner et al., The American Federal Executive, p. 400. John J. Corson and R. Shale Paul, Men Near the Top (Baltimore: The Johns Hopkins Press, 1966), p. 22.

³²Pisciotta and Anton, "Provincial Administrators: Profile and Career Patterns of Illinois State Officials," Pisciotta (ed.), Manpower for Illinois Governments, p. 51.

³³Hopkins, The Government Executive of Modern Peru, p. 81.

Catholic.³⁴ Thirty-six percent of the 1950 population of Louisiana were Catholics,³⁵ which shows that Catholics are proportionately represented among executives. This is true in the classified and unclassified executive services, although the percentage of Catholics is slightly higher in the classified service.

A greater proportion of Protestants than Catholic executives hold jobs in each position-title category.³⁶ However, only among agency directors are Catholics under-represented; about 23 percent of the agency directors are Catholics. This finding might have been expected, since North Louisiana and the Florida Parishes produced proportionally more agency directors, and Protestantism is stronger in these regions than in South Louisiana.³⁷ Evidence of the latter is seen in the fact that only one-fourth of the Protestant executives were born in South Louisiana compared to three-fourths of the Catholic executives.

Data on religious preference suggest that persons appointed to executive positions are as likely to be Catholic as they are Protestant. However, this does not hold for

³⁴See Table 9, Appendix D.

³⁵The number of Catholics in Louisiana is from The Official Catholic Directory (New York: P. J. Kenedy and Sons, 1956), pp. 150, 277, and 472.

³⁶See Table 10, Appendix D.

³⁷Havard et al., The Louisiana Elections of 1960, p. 14.

agency directors; these positions are more likely to be filled by Protestants than Catholics. This conclusion offers some support for one executive's response to item 49 in the questionnaire to the effect that

Still too much discrimination [exists] in Louisiana between religious denominations and geographical areas. Catholics appear to be always the bridesmaid but never the bride.

The religious preference of Louisiana executives differs somewhat from that of federal executives. Stanley found that 19 percent of the federal political executives were Roman Catholic, and this religious preference accounted for 36 percent of the United States church membership.³⁸ Unlike Louisiana, Catholics are under-represented among federal executives. A higher proportion of Catholics in Louisiana than in the United States as a whole may account for this difference. Also, perhaps it is explained in the observation that

Catholicism in Louisiana is not as it is, or was, in the northern United States, a 'lower class religion.' The political strength of Catholicism in Louisiana can be attributed largely to the fact that it has adherents in all social classes and that the political and social elites in south Louisiana consist predominately of Roman Catholic families.³⁹

Age

Louisiana executives range in age from twenty-eight

³⁸David T. Stanley et al., Men Who Govern (Washington: The Brookings Institution, 1967), p. 15.

³⁹Havard et al., The Louisiana Elections of 1960, p. 13.

to seventy-six and average 50.3 years. Classified executives on the average are 49.5 years of age, and unclassified executives are slightly older, averaging 51.1 years.

Table 4 shows that executives are most numerous in the 50-54 age groups, and that they do not reflect proportionally the 1960 Louisiana adult population arranged in five-year age groups. Approximately one-third of the adult population is less than thirty-four years old, while less than 4 percent of the executives is of that age. Thus, executives reflect the middle age and old age population groups more proportionally than youth. This is not surprising, as it is generally expected that persons in high supervisory positions require several years to attain their jobs.

The data show that older persons are more likely than younger persons to hold executive positions. This observation is generally supported by the literature on ages of executives. For example, the average age of federal career executives is forty-nine and federal political executives, forty-four,⁴⁰ six years younger than Louisiana unclassified executives.

⁴⁰Warner et al., The American Federal Executive, p. 13. For closely comparable ages of executives see the following: Stanley, The Higher Civil Service, p. 22; Bendix, Higher Civil Servants in American Society, p. 23; Wright and McAnaw, "American State Executives: Their Backgrounds and Careers," State Government, XXXVIII (Summer, 1965), p. 147; Pisciotte and Anton, "Provincial Administrators: Profile and Career Patterns of Illinois State Officials," Pisciotte (ed), Manpower for Illinois Governments, p. 50; and Hopkins, The Government Executive of Modern Peru, p. 65.

TABLE 4

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1960 LOUISIANA
ADULT POPULATION, BY FIVE-YEAR AGE GROUPS

Age Groups	Louisiana Executives		All	Population 1960 Louisiana adult ^a
	Classified	Unclassified		
20 - 24	0.0	0.0	0.0	11.1
25 - 29	1.7	0.0	1.0	10.8
30 - 34	3.6	3.3	3.5	11.4
35 - 39	9.0	4.4	7.0	11.3
40 - 44	10.8	17.8	14.0	10.2
45 - 49	19.0	15.6	17.4	9.9
50 - 54	22.5	22.2	22.3	8.9
55 - 59	19.0	15.6	17.4	7.8
60 - 64	11.8	14.4	12.9	5.8
65 - 69	1.7	5.6	3.5	5.0
70 - 74	0.0	1.1	0.5	3.6
75 or above	<u>0.9</u>	<u>0.0</u>	<u>0.5</u>	<u>4.2</u>
Total	100.0	100.0	100.0	100.0
	N=111	N=90	N=201	

^aCalculated from: U. S., Department of Commerce, Bureau of the Census, Eighteenth Census of the United States: 1960 Population (Washington: U. S. Government Printing Office), Vol. I, p. 116.

Conclusions

Louisiana's executives are predominately natives of the state, from mediumly populated parishes, from North Louisiana, Protestants, and of small town origin. The executive service does not represent proportionately the social groups in the general population. Some categories of people did not produce as many executives as would be expected. The most populated parishes, South Louisiana, communities of less than 2,500, Negroes, women, single persons, and youth are under-represented among executives. The disproportionate representation in Louisiana's executive service is not unique. It appears to be about as representative of society as the federal government and other states where similar studies have been made.

No social group considered is entirely un-represented, since a few members of all groups have entered executive positions. This fact suggests that access to executive posts is available to all categories of people. To this extent, the Louisiana bureaucracy cannot be described as a closed system. However, high-level positions appear to be more accessible to some persons than to others. Social backgrounds seem to be important in determining whether a person achieves an executive position. Race, sex, geographical origin, and other factors affect one's chances of attaining a top position in the state bureaucracy. The social backgrounds, particularly among unclassified executives, may change with

the election of a new governor. Consequently, factors that affect entrance into executive positions might be altered.

CHAPTER III

EDUCATION OF LOUISIANA EXECUTIVES

This chapter examines the formal educational level of Louisiana executives, their degrees, major areas of study, and the institutions they attended. These factors help draw a social profile of Louisiana executives.

The educational background of executives is investigated to determine the effect education has on the public service. It is assumed that education contributes to upward occupational mobility,¹ that is, the movement of executives out of the educational level and occupation of their fathers into a higher educational and occupational status. Presumably, through education, persons of low social and economic origins gain access to executive positions. Education, therefore, is believed to contribute to the openness and democracy of bureaucracy.

A frequent criticism of state governments is that they are unable to recruit and retain qualified personnel.² If education is an index of quality, the material in this

¹Mosher, Democracy and the Public Service, p. 26.

²Chester B. Rogers, The Institute of Public Affairs--1968: History and Current Status (Department of Political Science: Western Michigan University, 1968), p. 10.

chapter provides a basis for judging the applicability of this criticism in Louisiana.

Educational Level

Table 5 compares the educational levels of executives and the population at large. It shows that the educational attainment of Louisiana executives is considerably higher than that of the state's adult population. Almost 80 percent of the executives are college graduates, and an additional 16 percent attended college but were not graduated. A combination of these two figures shows that about nine out of ten of the executives have attended college compared to 15 percent of Louisiana's adult population. An even smaller proportion, about 8 percent, of the Louisiana population were graduated from college. Only one respondent has less than a high school education, while more than half of the state's adult population are not high school graduates. Thus, executives are educated in inverse proportions to the population, and college graduates in the population are extremely over-represented among executives.

The educational levels in the classified and unclassified services are quite similar, although some variations are noticeable among various position-titles. Agency and assistant agency directors have the smallest proportion of college graduates, approximately 60 and 50 percent, respectively; between 75 and 90 percent of the executives in other positions are college graduates.³ This difference may be

³See Table 11, Appendix D.

TABLE 5

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES, COMPARED WITH
THE PERCENT OF 1960 LOUISIANA ADULT POPULATION AND 1957 UNITED STATES
ADULT MALE POPULATION, BY LEVELS OF EDUCATION

Level of Education	Louisiana Executives			Federal Executives ^a		Population	
	Classified	Unclassified	All	Career	Political	1960 La. adult male (25 years and over) ^b	1957 U. S. adult male (30 years and over) ^a
Less than high school	0.9	0.0	0.5	0.0	0.0	53.8	46.0
Some high school	0.0	0.0	0.0	2.0	1.0	14.6	17.0
High school graduation	3.6	5.7	4.5	5.0	2.0	16.6	21.0
Some college	16.4	15.9	16.2	15.0	7.0	6.9	7.0
College graduation	<u>79.1</u>	<u>78.4</u>	<u>78.8</u>	<u>78.0</u>	<u>90.0</u>	<u>8.1</u>	<u>9.0</u>
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	N=110	N=88	N=198				

^aWarner et al., The American Federal Executive, p. 354. Ratio figures appearing on page 354 of this volume are converted to percentages for purposes of this table.

^bCalculated from: U. S., Department of Commerce, Bureau of the Census, Eighteenth Census of the United States: 1960 Population (Washington: U. S. Government Printing Office), Vol. I, p. 121.

partially explained by the tendency for agency directors and assistant agency directors to be older men. About two-thirds of these top-level executives are over 50 years of age, the average age of executives in the study; one-third have worked for state government twenty years or more. Thus, it appears that most agency directors and assistant agency directors entered the public service or chose a career in private employment when college education was more uncommon than it has become recently. A decreasing proportion of executives with college degrees at the higher organizational levels may indicate that recruitment for the very top levels emphasizes experience more than college training.

A factor that contributes to the appearance of a comparatively highly educated executive service is the number of respondents employed in the Departments of Public Education and Public Welfare. About 45 percent of the executives studied are from these two "professional agencies," and 96 percent of the executives in these departments are college graduates. Approximately two-thirds of the other executives, excluding those in education and welfare, were graduated from college.

The educational attainment of Louisiana executives closely approximates that of California executives; about 80 percent of the political executives and 75 percent of the

career executives in California are college graduates.⁴ The proportion of college graduates in the Louisiana and California services is almost identical to the proportion of federal career executives who were graduated from college (Table 5). Federal political executives exhibit a slightly higher educational attainment than federal career, California, or Louisiana executives.⁵ The difference in the proportion of college trained executives at the federal and state levels may indicate that college graduates are attracted to the federal government in greater numbers because of prestige and compensation.

The Louisiana data, in addition to the Hackett and Warner studies, suggest that persons who hold executive positions are likely to be college graduates. While there are some persons of lower educational level in executive positions, graduation from college appears to improve one's chances of becoming an executive. Education as a process by which persons advance to executive positions contrasts sharply with one executive's attitude. In his opinion, certain other factors apparently should take precedence over education in recruitment.

⁴Bruce M. Hackett, Higher Civil Servants in California (University of California, Davis: Institute of Governmental Affairs, 1967), p. 48.

⁵In addition to the Warner data in Table 5, see Stanley, The Higher Civil Service, p. 30; also, Stanley et al., Men Who Govern, p. 18.

I have seen people with very good education and experience who would make terrible social workers because they lack other basic qualities. Regardless of what position one holds in state government, I believe there are many qualities needed other than education and experience. Personally, I know of no substitute for hard work. . . .⁶

Perhaps there would be little support for the argument that the educational requirements for executive positions be low enough to represent proportionally all educational levels of the population. However, one might expect education to serve as the vehicle by which persons from all sectors of society may advance to high supervisory posts in the state bureaucracy.

Educational Levels of Executives and Their Parents

The assumption is that executives who attended college, as opposed to those who did not, would be more likely to have parents who went to college. The data do not support this assumption. Table 6 shows that of all Louisiana executives who had parents with less than a high school education, about 95 percent attended college. Obviously, this fact reveals the increased emphasis on education over the past generation. Additionally it suggests that executives went to college regardless of the educational level of their parents. Executives who had parents with less than a high

⁶Response to item 50 in the questionnaire: "Do you think that in employing people the state government should consider any factors other than education and experience? If you answered 'yes,' what factors should be considered?"

TABLE 6

PERCENT OF 1968 LOUISIANA EXECUTIVES AT THREE EDUCATIONAL
LEVELS, BY EDUCATION OF PARENTS^a

Education of Parents	Educational Levels of All Louisiana Executives			Total	
	Did not attend high school	Attended high school	Attended college		
Neither attended high school	0.0	5.7	94.3	100.0	N=35
One attended high school, one did not	0.0	0.0	100.0	100.0	N=16
One did not attend high school, one attended college	0.0	0.0	100.0	100.0	N= 8
Both attended high school	0.0	4.3	95.7	100.0	N=47
One attended college, one attended high school	0.0	5.1	94.9	100.0	N=39
Both attended college	0.0	0.0	100.0	100.0	N=41

^aExecutives and their parents are considered only in the highest educational level they attained; for example, if an executive attended high school and college, he appears only in the "attended college" category.

school education went to college in approximately the same proportion as executives whose parents attended college. This is true for Louisiana's classified and unclassified executives.⁷

These findings differ little when the educational level of fathers of executives is substituted for the educational level of both parents. Ninety-five percent of all Louisiana executives who had fathers with less than a high school education attended college themselves. Approximately the same proportion of executives with college educated fathers attended college. Louisiana executives, as well as federal executives, tended to go to college regardless of the educational level of their fathers.⁸

Executive positions are as accessible to persons whose parents have little or no formal education as they are to persons with college trained parents. In hiring executives, the state does not look at the education of the parent; this is a mark of an open and democratic bureaucracy. Executives who have attended college and who have parents with no formal or only a high school education are occupationally upward mobile. Education enabled them to move out of the educational and occupational status of their fathers into a higher occupational, and thus social, status.

⁷See Tables 12 and 13, Appendix D.

⁸See Table 14, Appendix D.

Fathers' Occupation and Educational Level of Executives

It is assumed that sons and daughters of men in professional occupations are more likely to be college graduates than sons and daughters of laborers and farmers.⁹ Given this assumption, one would expect to find that professional men produced a higher proportion of college educated executives than laborers or farmers.

The majority of executives in each occupational origin¹⁰ are college graduates.¹¹ Ninety-six percent of the

⁹Occupations of fathers are grouped into a few broad categories for analysis. The occupations of fathers that appear in the responses of item 16(a) of the questionnaire are categorized as follows: laborer (unskilled and skilled worker); farmer (farm worker, tenant, owner, and manager); white-collar worker (clerical worker, retail clerk, retail salesman, and salesman); foreman; supervisor (first-line); executive (major, minor, and junior); business owner (small, large, and medium); profession (engineer, lawyer, doctor, scientist, minister, professor, schoolteacher, social worker, and others supplied by respondents); and military service. Custodian, messenger, guard, policeman, fireman, mailman, inspector, investigator, training program, and other occupations involving a very few cases are sometimes grouped together and referred to as "other occupations." Occupations of executives appearing in the responses of item 15(a) of the questionnaire and discussed in Chapter IV are combined into broad categories similar to those for occupations of fathers.

¹⁰"Occupational origin" refers to the occupation of executives' fathers at the time executives became self-supporting. "Occupational origin" will also be used interchangeably with "occupational background" and "fathers' occupation."

¹¹See Table 15, Appendix D. The educational level of classified and unclassified executives by occupational origin was analyzed, and no significant variations were found. However, these data for classified and unclassified executives in separate categories are not reported due to the limited

executives born to men in the professions were graduated from college. Between 75 and 85 percent of the executives with business, white-collar, farmer, and skilled laborer backgrounds are college graduates. As expected, the smallest proportion of college educated executives are those whose fathers were unskilled laborers. Nevertheless, slightly more than half of these executives were graduated from college.

Warner also found a greater proportion of college trained executives with professional occupational origins as opposed to laborer or farmer backgrounds.¹² The federal data on the educational level and occupational origin of executives are quite similar to the Louisiana findings. The most noticeable difference is the proportion of federal executives with unskilled labor origins who are college graduates. About 90 percent of the political and 75 percent of the career executives whose fathers were unskilled workers obtained a college education. In contrast, only about 55 percent of the Louisiana executives whose fathers were unskilled workers graduated from college. However, this is an unstable percentage in that it is based on only nine executives. Combination of skilled and unskilled occupational categories may present a more accurate picture of the

number of cases on which percentages are based. Therefore, the data presented in this table are for all Louisiana executives.

¹²See Tables 16 and 17, Appendix D.

educational level of executives with labor backgrounds.

Analysis of the educational level of executives whose fathers were skilled or unskilled workers, that is, a combination of the two categories, shows that about 70 percent of the executives with these occupational origins earned college degrees. This percentage is still smaller than the proportion of college educated federal executives with labor backgrounds, which may mean that upward occupational mobility is slightly greater in the federal than state executive service.

Although educational levels vary among executives with different occupational origins, most executives within each occupational category reported college graduation. Education, therefore, is a more important factor in whether a person attains an executive position than is the occupation of his father. Through education, persons with socially low occupational origins are able to move upward out of the occupation of their fathers. Warner has observed that education

. . . acts as a transforming agent to qualify men from all occupational backgrounds for entrance into elite positions. . . . A worker's son who decides to go to college and carries out his decision to the point of graduation has made the crucial step in placing himself on an equal opportunity footing with sons of professional men and major executives.¹³

Generally the data on Louisiana executives support this conclusion. Doubtlessly, education has contributed to the

¹³Warner et al., The American Federal Executive, p. 112.

upward occupational mobility of sons of farmers and laborers.

Kinds of College Degrees

As mentioned previously, about 80 percent of Louisiana's executives were graduated from college. About three-fourths of all Louisiana executives hold bachelor's degrees; a little more than one-third additionally earned master's or doctoral degrees. A few executives received law and medical degrees.¹⁴

About 70 percent of the federal executives hold bachelor's degrees. A higher proportion of Louisiana executives, as opposed to federal executives, received master's degrees; federal executives earned a considerably higher percentage of law and doctoral degrees. A possible explanation for the limited number of state executives with doctoral degrees is expressed by an executive who complained of the absence of "job classifications for Ph.D. level social workers" in Louisiana.¹⁵ The number of Ph.D.'s in the federal service implies a greater emphasis on advanced training for management positions in the federal government.¹⁶ It appears that little emphasis is placed on advanced college training beyond the master's degree in the selection of Louisiana executives. However, a master's degree seems to be an asset in achieving executive positions.

¹⁴See Table 18, Appendix D. ¹⁵See item 49, Appendix C.

¹⁶Mann, The Assistant Secretaries, p. 20. Also Corson and Paul, Men Near the Top, p. 166.

Table 7 shows the kinds of highest degrees Louisiana executives hold. About 45 percent of all executives who were graduated from college hold bachelor's degrees and no other degree. Thus nearly half the college educated executives have not received advanced degrees. About 45 percent of the executives reported master's degrees as their highest degrees; approximately 10 percent of the executives hold other kinds of degrees.

TABLE 7
PERCENT OF 1968 LOUISIANA EXECUTIVES WITH
COLLEGE DEGREES, BY KINDS OF
HIGHEST DEGREE REPORTED

Kind of Highest Degree	Louisiana Executives		All
	Classified	Unclassified	
Bachelor's	51.8	40.6	46.8
Master's	41.4	47.8	44.3
Ph.D.	2.3	5.8	3.8
Law	0.0	2.9	1.3
Medical	1.1	2.9	1.9
Degree status not ascertained	<u>3.4</u>	<u>0.0</u>	<u>1.9</u>
Total	100.0	100.0	100.0
.	N=87	N=69	N=156

Classified executives, compared to unclassified executives, have had less graduate training. The proportion of executives with advanced degrees in the Department of Public Education helps explain this. Seventy percent of all the executives in the education department hold master's degrees.

Education personnel account for all of the master's degrees reported in the unclassified service except one. Executives in the Department of Public Welfare possess half of the master's degrees reported by classified executives. In this agency, 40 percent of the executives have master's degrees. The education and welfare agencies combined account for three-fourths of the executives who reported master's degrees as their highest degrees. Although other agencies' executives reported a few doctoral, law, and medical degrees, for the most part the master's degree is the extent of Louisiana executives' formal education. This degree is heavily concentrated in the education and welfare agencies.

About one-third of the executives who reported graduate degrees received them within the last decade. Half of these were employed by the state at the time they earned their degrees or had worked for the state previously. From this, it would appear that the executive service attracts a limited number of recent college graduates without prior state service. Part-time work arrangements and state-paid tuition may account for the proportion of executives who received graduate degrees after some state employment. The

number of executives who earned graduate degrees after entering the state service may mean that graduate education is slowly becoming necessary in order to attain and hold high-level positions in state government.

Areas of Specialization

Undergraduate level. Louisiana executives who reported four-year degrees have tended to specialize in the applied fields, particularly education, business administration, and agriculture, as illustrated in Table 8. Almost three-fourths of the unclassified executives concentrated in the applied areas, as opposed to approximately two-fifths of the classified executives. The high proportion of unclassified executives in applied fields is due to the number of unclassified executives studied who are in the Department of Public Education. All of these executives hold degrees, a majority of which are in the fields of education and agriculture.¹⁷ Classified executives studied applied and behavioral science subjects in equal proportions. These proportions are largely the result of the number of welfare employees with degrees in sociology, education, or business administration.

Although executives tended to take their undergraduate degrees in applied subjects, few studied engineering and law. No executives reported public administration as their major subject area; however, nearly one-fifth received some public

¹⁷Subjects included in the various areas of specialization appear in item 26, Appendix C.

TABLE 8

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES WHO
REPORTED FOUR-YEAR DEGREES, BY BROAD AREAS OF SPECIALIZATION^a

Areas of Specialization ^c	Louisiana Executives			Federal Executives ^b	
	Classified	Unclassified	All	Career	Political
Humanities	14.5	12.3	13.5	9.3	21.5
Behavioral sciences	37.4	4.6	23.0	15.7	24.0
Physical and biological sciences	10.8	10.8	10.8	23.4	16.9
Applied fields	<u>37.3</u>	<u>72.3</u>	<u>52.7</u>	<u>47.6</u>	<u>33.1</u>
	100.0	100.0	100.0	96.0	95.5
	N=83	N=65	N=148		

^aFor the Louisiana data "four-year degree" refers to the first four-year (or more) degree reported, which, in most instances was a bachelor's degree, but includes three law and two medical degrees. Apparently, Warner placed some law and medical degrees in the four-year level category, if they did not lead to "professional status."

^bWarner et al., The American Federal Executive, p. 121.

^cThe composition of these broad areas of specialization appears in item 26, Appendix C. See also Table 19, Appendix D.

administration training in college.¹⁸ The fact that over half of the executives said the bulk of their governmental experience was in administrative staff services,¹⁹ may indicate that a large number of executives are employed in areas other than their major subject area in college. Another possibility is that executives performing administrative staff services are trained in the administration of specific programs, for example, through formal courses in educational or welfare administration.

Federal executives also concentrated heavily in the applied subjects at the four-year level; about one-third of the career executives took degrees in engineering. Approximately one-fifth of the federal political executives studied engineering, and similar proportions specialized in the humanities and behavioral sciences.²⁰ Hackett found that about one-third of the civil service executives and one-tenth of the political executives in California specialized in engineering.²¹ Forty percent of the Illinois executives took their degrees in engineering.²² Emphasis on education

¹⁸Response to item 28 in the questionnaire.

¹⁹Response to item 13 in the questionnaire.

²⁰See Table 19, Appendix D. See also Stanley, The Higher Civil Service, p. 31.

²¹Hackett, Higher Civil Servants in California, p. 58.

²²Pisciotta and Anton, "Provincial Administrators: Profile and Career Patterns of Illinois State Officials," Pisciotta (ed.), Manpower for Illinois Governments, p. 51.

in the applied fields with practical, technical, and program training can be interpreted as a tendency toward "specialist administrators" in the federal, California, Illinois, and Louisiana executive services.

Perhaps the low percentage of Louisiana respondents with degrees in engineering stems from the fact that engineers in the highway and conservation departments do not have position-titles that denote an administrative capacity. Consequently, some Louisiana executives who studied engineering may have been overlooked in selecting those who received questionnaires. If so, then, the Louisiana executive service may be more "specialist" than the data in the present study indicate.

Graduate level. At the graduate level,²³ Louisiana executives specialized in fewer areas than as undergraduates.²⁴ A very small percentage of executives took graduate degrees in the humanities and physical sciences. No classified executives in the study specialized in the humanities. No unclassified executives took degrees in the behavioral sciences, although about 90 percent of the classified executives concentrated in this area at the graduate level, mostly in social work. Nearly 90 percent of

²³Here, the concern is with the highest degree above their first four-year degree that executives reported. Graduate or highest degrees include master's, doctoral, law, and medical degrees.

²⁴See Table 19, Appendix D.

the unclassified executives specialized in applied areas, primarily in education and agriculture. Again, these concentrations are largely a consequence of the number of executives and their areas of specialization in the welfare and education departments. Graduate education is about equally balanced between the behavioral sciences and applied subjects. Few degrees were earned in other areas of specialization.

California executives also tended to specialize in the behavioral sciences and applied fields more than in other areas at the graduate level. About 60 percent of the California civil service and political executives with graduate degrees specialized in the applied subjects, particularly engineering, business administration, and public administration; nearly one-fourth studied the behavioral sciences.²⁵ Contrary to Louisiana executives, about one-third of the California executives have graduate degrees in public administration. This may be due to the availability of night classes in public administration in several California colleges. Also, the categorization of subject areas accounts in part for the variation. In Hackett's study, degrees in social work are in the area of specialization labeled public administration; the present study considers social work a behavioral science.

Warner found that about one-fifth of the federal executives took graduate degrees in the behavioral sciences,

²⁵Hackett, Higher Civil Servants in California, p. 58.

physical sciences, and engineering, respectively.²⁶ Federal executives specialized in other areas in about equal proportions. This distribution shows that Louisiana executives have concentrated in fewer subject areas at the graduate level than federal executives. The smaller number of Louisiana executives with advanced degrees may account for the concentration in a few areas of graduate study. Since most of the Louisiana executives with graduate degrees hold positions in the education and welfare agencies, specialization in education, agriculture, and social work is expected. Perhaps this concentration results from personal interest of the executives, available courses geographically close to the site of employment, and part-time study and work arrangements between universities and agencies. It may also be a consequence of the broader breadth of activity of the national government.

Colleges and Universities

Undergraduate level. The importance of education in the careers of executives warrants attention to the institutions from which they reported degrees. Table 9 contains the proportion of executives who received their four-year degrees, that is, bachelor's or other first degree, from various colleges. Approximately 90 percent of all Louisiana executives with four-year degrees earned them from Louisiana

²⁶See Table 19, Appendix D.

schools. Louisiana State University, Baton Rouge, having graduated about 40 percent of the executives with four-year degrees, clearly dominates this group. About one-tenth of the executives reported four-year degrees from schools outside the state.

TABLE 9

PERCENT OF 1968 LOUISIANA EXECUTIVES WHO REPORTED
FOUR-YEAR DEGREES, BY INSTITUTIONS

Institutions	Louisiana Executives		
	Classified	Unclassified	All
Louisiana State	39.3	39.4	39.3
Southwestern Louisiana	15.5	10.7	13.3
Louisiana Tech	6.0	9.0	7.3
Northwestern State	2.4	10.7	6.0
Louisiana College	4.8	4.5	4.7
Tulane University	7.0	1.5	4.7
Other Louisiana colleges	17.9	12.1	15.3
Colleges not in Louisiana	<u>7.1</u>	<u>12.1</u>	<u>9.4</u>
Total	100.0	100.0	100.0
	N=84	N=66	N=150

About 16 percent of Louisiana's executives with four-year degrees received them from private institutions.²⁷ In contrast, approximately 40 percent of the federal career and half of the federal political executives who hold four-year degrees earned them from private schools. Seldom have federal executives attended schools in Louisiana, and few Louisiana executives are graduates of the "prestige" or "selective" schools that federal executives most often attend.²⁸

Graduate level. Louisiana executives showed a greater tendency to attend out-of-state schools for graduate work than for their first degrees. However, for graduate degrees, Louisiana institutions still predominate. This is clear from Table 10.

TABLE 10

PERCENT OF 1968 LOUISIANA EXECUTIVES WHO REPORTED
HIGHEST DEGREES,^a BY INSTITUTIONS

Institutions	Louisiana Executives		
	Classified	Unclassified	All
Louisiana State	46.2	75.6	61.3
Tulane University	38.5	0.0	18.7
Other Louisiana colleges	0.0	4.9	2.5
Colleges not in Louisiana	15.3	19.5	17.5
Total	100.0	100.0	100.0
	N= 39	N= 41	N= 80

^a"Highest degree" refers to the highest degree above the first degree obtained. Executives who hold a bachelor's degree and no other degree are not represented in this table.

²⁷See Table 20, Appendix D.

²⁸Warner et al., The American Federal Executive, pp. 132-35. See also Mann, The Assistant Secretaries, p. 20 and Stanley et al., Men Who Govern, pp. 21-22.

The concentration of graduate study in two institutions is probably due to the absence, until recently, of graduate programs in other Louisiana colleges.

Of all Louisiana executives who reported graduate degrees, about three-fourths attended public institutions.²⁹ This is attributable in part to the fact that unclassified executives attended public colleges almost exclusively for graduate training, primarily at Louisiana State University, Baton Rouge. State employees may have attended this institution because of its geographical relation to their jobs in the state capitol. Almost half of the classified executives who reported graduate degrees received them from private institutions. This proportion results from the number of classified personnel in the Department of Public Welfare who attended Tulane for degrees in social work. This institution, as well as Louisiana State University, attracts a number of welfare and other state employees through late afternoon classes, evening classes, and part-time course load arrangements. The proportion of executives with advanced degrees from Tulane may be an indication that private institutions play a greater role in the education of state employees at the graduate, compared to the undergraduate, level. However, the fact that about half the federal executives who have advanced degrees earned them from

²⁹See Table 21, Appendix D.

private schools³⁰ suggests that the role of private colleges has not progressed as far in the state as the federal service.

Louisiana executives in their undergraduate and graduate education may have been denied some of the advantages of training in more "prestigious" schools by attending the geographically and financially available institutions. The evidence clearly suggests that executives are likely to be recruited from the graduates of two or three colleges in the state. This observation supports the earlier inference of provincialism in the state service.

Conclusions

Louisiana executives are vastly different from most of the state's population in terms of level of formal education. Almost all executives have had some college training, and about 80 percent were graduated. Regardless of the educational level of their parents or the occupation of their fathers, Louisiana executives, generally speaking, attended college. The educational system has made executive positions available to persons of a variety of educational and occupational origins and thereby effected traces of upward occupational mobility in the executive service. However, the data on Louisiana executives with unskilled labor origins suggest that upward occupational mobility is not as

³⁰Warner et al., The American Federal Executive, pp. 367-68.

great in the Louisiana executive service as in the federal bureaucracy.

In terms of the proportion of executives who attended college, Louisiana executives are about as well educated as their federal counterparts. From the standpoint of proportion of advanced degrees, major subject areas, and types of institutions attended, the educational background of Louisiana executives falls short of federal executive achievements. Louisiana executives who hold master's degrees are concentrated heavily in a few agencies; doctoral and other advanced degrees are scarce in the state service. Undergraduate and graduate degrees were received in a limited number of fields; the humanities, physical sciences, biological sciences, public administration, law, and engineering are conspicuously under-represented. The executive service lacks comparative educational depth and breadth. For the most part, executives attended the public colleges in the state; those who went to private institutions were most often classified public welfare employees in quest of a master's degree.

The question remains: are Louisiana executives less qualified than federal executives for their respective positions? Leonard D. White has observed that generally the states do not "command the administrative talent" available

to the national government.³¹ If the proportion of college graduates is an index of administrative talent, White's statement is not supported by the data in this chapter. However, if additional educational factors comprise administrative talent--advanced degrees, areas of specialization, and institutions attended--then his proposition is factually supported. Since these other factors probably are aspects of executives' qualifications, and using the Warner data as benchmarks, the Louisiana executives are not as well qualified for their positions as federal executives.

³¹Leonard D. White, The States and the Nation (Baton Rouge: Louisiana State University Press, 1953), p. 60.

CHAPTER IV

OCCUPATIONAL BACKGROUNDS AND CAREERS OF LOUISIANA EXECUTIVES

This chapter examines executives' occupational origins, career patterns, length of state service, and career speeds. Executives' occupational origins--the positions of fathers at the time the executives became self-supporting--are analyzed to determine if there is a disproportionately low percentage¹ of executives whose fathers were laborers or farmers. For example, if the proportion of executives born to laborers was less than the proportion of the population in these jobs, the number of executives whose fathers were laborers is said to be disproportionately low. If this situation exists, then laborers are under-represented among executives. From this one infers that occupational background may be a factor in whether a person becomes an executive. Chapter III analyzed the educational level of

¹"Disproportionately low percentage" refers to under-representation, and "disproportionately high percentage" is used interchangeably with over-representation. "More than would be expected" means over-representation or disproportionately high, and "less than would be expected" is used synonymously with under-representation and disproportionately low.

executives by their occupational origin (Table 15, Appendix D). Here it was shown that most executives were graduated from college regardless of their father's occupation. From this it was concluded that education was a more important factor in whether a person became an executive than his occupational origin. However, Chapter III did not show if the number of executives whose fathers were laborers, farmers, professionals, or business owners, for example, was disproportionately high or low. If disproportion exists, then occupational background may affect a person's chance of reaching an executive position.

Career patterns--the various jobs executives have held over a fifteen-year period--are considered to see what types of positions produce most of Louisiana's executives. Those that do would appear to be likely places, compared to other jobs, from which to move into state executive positions. The number of executives who have held positions in the professions is of particular interest. An executive service that relies heavily on the professions as a source of personnel may be more "specialist" than "generalist." The specialist is referred to loosely as an "expert" highly trained to perform a technical function; the generalist has a broader, more "classical," education. He is not an expert in any one specialized field of knowledge.

This chapter shows the length of time executives have held their present positions and the number of years they

have been employed in state government. Presumably, these are indications of executives' experience and job training.

The last section of this chapter is concerned with executives' career speeds, that is, the number of years it took them to reach their present positions after entering the public service. The purpose is to see if membership in some social groups is more conducive to rapid career advancement than others. Identification of these groups will show which social factors enhance rapid achievement. To do this, the career speeds of executives with different occupational origins, career patterns, geographical backgrounds, and other social characteristics are compared.

Occupational Origins

Executives' occupational origins are here analyzed and compared with the occupations of the general population² to see if executives come from any occupations in disproportionate percentages. The questionnaire asked executives for the kinds of jobs their fathers held at the time the executives became self-supporting. Presumably, at this time, the positions of their fathers would have the greatest effect upon their career choices.

The greatest proportion of executives, as Table 11 shows, had fathers who were farmers, business owners, and

²Comparisons are with the occupations of Louisiana adult males in 1940. The 1940 census data are used because they are nearest the time that the average executive in the study reached age twenty-one.

TABLE 11

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES, BY OCCUPATIONS OF FATHERS, COMPARED WITH THE PERCENT OF 1940 LOUISIANA ADULT MALE POPULATION AND 1930 UNITED STATES ADULT POPULATION, BY OCCUPATIONS

Occupation of Fathers	Louisiana Executives			Federal Executives All civilian ^a	Population	
	Classified	Unclassified	All		1940 La. (adult male) ^b	1930 U.S. (adult male) ^c
Profession	15.8	10.3	13.5	19.0	3.9	4.0
Business owner	20.3	19.2	20.0	20.0	6.4	-- ^d
Executive	5.6	10.5	7.5	10.0	1.2	-- ^d
Foreman or supervisor	5.6	3.8	4.8	5.0	1.8	2.0
White-collar worker	12.9	5.2	9.7	9.0	9.5	12.0
Farmer	23.1	29.5	25.7	15.0	37.7	22.0
Laborer	13.0	21.5	16.6	21.0	33.0	48.0
Other occupations	3.7 ^e	0.0	2.2	1.0	6.5	2.0
Total	100.0	100.0	100.0	100.0	100.0	100.0
	N=108	N=78	N=186			

^aWarner et al., The American Federal Executive, p. 29.

^bCalculated from: U. S., Department of Commerce, Bureau of the Census, Sixteenth Census of the United States: 1940 Population, The Labor Force (Washington: U. S. Government Printing Office), Vol. III, pp. 228-29.

^cWarner et al., The American Federal Executive, p. 321.

^dThese categories were not analyzed separately. Together they account for 10 percent.

^eIncludes policeman, fireman, mailman, inspector, investigator, barber, and musician.

laborers, in that order. These three categories combined account for about three-fifths of the occupational backgrounds of executives. Although about 40 percent of the executives had fathers who were laborers or farmers, this percentage is disproportionately low in comparison with the population in these occupations. In other words, in comparison with the population, laborers and farmers are under-represented among respondents. This is more obvious in the classified than unclassified service. White-collar workers are proportionally represented. Business owners, professionals, executives, and foremen are over-represented.

These findings become more meaningful if the occupations arranged in Table 11 are considered to constitute a continuum with labor and farming toward the socially "lower status" end and professions toward the "higher status" end. If this device roughly reflects the social status of occupations, then it would appear that one's chance of becoming an executive is enhanced if his father held a socially prestigious position. Persons born to men who are owners of businesses, executives, and professionals are more likely to become executives than those born to laborers or farmers. It might be expected that fathers in the highly placed occupations would produce sons who entered positions of comparable social prestige. The likelihood of the professionals, executives, or businessmen sending their sons to college may account for this.

Despite the disproportions, the executive service contains some persons from all occupations. The fact that about two-fifths of the executives' fathers had lower status jobs--labor and farming--indicates considerable upward occupational mobility in the executive service.

Warner's findings on occupational origin are quite similar to those of the present study. A fairly large proportion of federal executives had fathers who were laborers or farmers; however, the percentage is not nearly as high as the comparable 1930 United States population would suggest. Prestigious occupations are greatly over-represented among federal executives and to about the same extent as in Louisiana. The Louisiana data support the conclusion Warner drew from the distribution of occupational backgrounds among government and business leaders:

Occupations that are highly regarded and have the most prestige and power are most likely to be represented by the largest proportion of both business and government leaders; occupations with the least prestige in the total society tend to be low as sources of leaders for both government and industry.³

Occupational origin and position-title. Table 12 shows that two-fifths of the agency directors and assistant agency directors studied had fathers who were laborers and farmers. This proportion is lower than expected given the percentage of the 1940 adult population in labor and farming

³Warner et al., The American Federal Executive, p. 38.

TABLE 12
PERCENT OF 1968 LOUISIANA EXECUTIVES, BY POSITION-TITLE
AND FATHERS' OCCUPATIONS

Occupations of Fathers	Position-title (According to Level in Hierarchy)			
	Agency director and assistant agency director	First level division director and first level division assistant director	Second level division director and second level division assistant director	Field office director and field office division director
Laborer	20.0	17.5	21.4	15.5
Farmer	20.0	27.5	32.2	28.2
White-collar worker	2.5	15.0	0.0	9.9
Foreman or supervisor	2.5	7.5	3.6	5.6
Executive	17.5	5.0	7.1	4.2
Business owner	22.5	20.0	25.0	18.3
Profession	<u>15.0</u>	<u>7.5</u>	<u>10.7</u>	<u>18.3</u>
Total	100.0	100.0	100.0	100.0
	N=40	N=40	N=28	N=71

(70.7 percent, Table 11). Laborers and farmers are under-represented in each position-title category. Considered together, they are least numerous among agency director and assistant agency director positions and most numerous at the second level division position. The percentage of respondents whose fathers were executives, business owners, and professionals is disproportionately high in each position-title; they are most numerous among agency director and assistant agency director positions.

It is surprising that the agency director and assistant agency director positions do not contain more executives with labor and farming backgrounds than they do. This is seemingly unusual since 80 percent of these positions are unclassified, and a greater proportion of the unclassified executives, compared to classified, have labor and farming origins. Possibly, executives with lower status occupational origins have been less active in the politics of the state than executives whose fathers held higher status jobs. Perhaps the most plausible explanation for the over-representation of the progeny of executives, business owners, and professionals in all position-titles is their over-representation in the executive service as a whole.

Warner found that sons of laborers and farmers accounted for about two-fifths of the federal executives at the GS-14 level and only about one-fifth of those above GS-18. This led to the conclusion that "men from the lower-status occupational groups . . . never quite achieve the

higher levels in government in the same proportions as men from the occupational groups with prestige."⁴ The Louisiana data support this observation, and both the state and federal executive services appear to be stratified by occupational origin. Conspicuous under-representation of laborers and farmers suggests that occupational origin is a significant factor in whether a person reaches the top of his agency or achieves a lesser executive position. This stratification is probably due in part to the likelihood of professionals to educate their children.

If the occupational distribution in adult male population of 1940 (Table 11) is disregarded the other data presented in Table 11, as well as that in Table 12, can be interpreted differently. For example, Table 11 would show that persons born to laborers are as likely to become executives as sons of business owners, since about 17 percent of the executives were born to laborers and 20 percent had fathers who were business owners. Since less than one-tenth of the executives' fathers were white-collar workers, persons born in this occupation would be less likely than sons of laborers or farmers to become executives. About one-fourth of the respondents had farm occupational origins, and less than one-tenth were born to executives; thus, it would appear that sons of farmers are more likely to attain

⁴Warner et al., The American Federal Executive, pp. 162-64.

executive positions than sons of executives.

Similarly, without reference to the population distribution among occupations, Table 12 would show that fathers who are laborers or farmers are as likely as anybody else to produce sons who rise to executive positions, and are more likely than foremen, supervisors, or white-collar workers to have sons who are executives. Without population as a reference point, the data would not support the conclusion that the executive service is stratified by occupational origin. However, unless the proportion of executives whose fathers were laborers are compared with the percentage of adult males in the state who are laborers--that is, unless use is made of the population in occupations--the task of determining under- and over-representation is made more difficult. Members of under-represented groups, it appears, are less likely to become executives than those who are over-represented.

Career Patterns

Career patterns of executives refer to the jobs they have held over a fifteen-year period after becoming self-supporting. They are studied to determine which occupations produced the greatest proportion of executives. The study of career patterns can indicate a trend in the executive service toward the "specialist" or "generalist" administrator. It has been assumed, in view of increased technology and specialization, that government bureaucracies are composed

primarily of specialists. The previous chapter suggests that the proportion of executives (more than half) who specialized in applied subjects in college indicated a trend toward the "specialist administrator." Possible evidence of this tendency in career patterns is a concern of this chapter. No data on the precise tasks executives performed in previous jobs are available, but general occupations of respondents were ascertained and are considered. An executive service in which most of the personnel have been employed in the professions suggests it is predominately "specialist."

Some normative descriptions of specialists and generalists help distinguish them; however, a rigorous distinction between the two concepts is lacking. Specialists are highly trained, administer technical programs in which they have a high degree of expertise, and regard themselves as professionals. "Specialist" and "expert" may be used interchangeably. Jaleel Ahmad uses the term "expert" to denote

. . . specialization in any one of the branches of the body of knowledge known as sciences. It refers to those civil servants who have such specialized knowledge, training or experience and are serving the government in line or staff positions. It includes such professional functionaries as scientists, physicists, engineers, doctors, biologists, technicians, economists, psychologists, sociologists, and so on.⁵

⁵Jaleel Ahmad, The Expert and the Administrator (University of Pittsburgh: University of Pittsburgh Press, 1959), p. 7.

Generalists are not experts in one of the specialized fields of knowledge or professions, but may be thought of as "trained non-experts." Usually generalists have received a "liberal" education and studied the humanities rather than applied, technical, and scientific subjects. They are often more politically-oriented than specialists and reputed to possess skill in the co-ordination and compromise of conflicting interests and groups. Ahmad refers to generalists as ". . . non-professional civil servants who assist . . . in the formulation of government policy and enjoy vast discretion in the control of its execution."⁶

Table 13 contains the various occupations that all executives engaged in over the fifteen-year period (at five-year intervals) since their first employment. Although variations between the career patterns of classified and unclassified executives are not great, the comparable data are presented in Tables 22 and 23 in Appendix D.

Table 13 shows that the professions are the predominate source of Louisiana executives. About 46 percent of the executives' first self-supporting occupations were in the professions. Of these, almost half were public school-teachers and one-third were social workers; engineers, lawyers, doctors, and scientists accounted for about one-fifth of the professionals. About 17 percent of the executives began their careers as white-collar workers; a few

⁶Ibid., p. 6.

TABLE 13

PERCENT OF 1968 LOUISIANA EXECUTIVES IN OCCUPATIONS AFTER BECOMING
SELF-SUPPORTING, AT FOUR INTERVALS IN THEIR CAREERS

Occupations of All Louisiana Executives	Occupation Intervals			
	First occupation	Occupation 5 years later	Occupation 10 years later	Occupation 15 years later
Laborer	9.2	4.3	3.3	1.8
White-collar worker	17.4	9.2	3.9	1.8
Foreman or supervisor	3.6	9.8	6.7	4.2
Executive	4.6	18.5	35.2	49.4
Business owner	1.0	3.3	4.5	3.6
Profession	46.3	40.7	35.2	33.9
Military service	8.2	6.0	2.8	1.2
Other occupations ^a	<u>9.7</u>	<u>8.2</u>	<u>8.4</u>	<u>4.1</u>
Total	100.0	100.0	100.0	100.0
	N=196	N=184	N=179	N=168

^aIncludes custodian, messenger, guard, policeman, fireman, mailman, farmer, formal training program, entomologist, employment interviewer, artist, counselor, housewife, public relations, and farm management specialist.

began in other occupations.⁷

The proportion of executives who began their careers in the professions is accounted for in part by the number of executives in the departments of public education and welfare whose first jobs were in these occupations. About two-thirds of the executives in the department of education began their careers in the professions, compared to more than 70 percent of the respondents in the department of welfare. These two agencies account for two-thirds of the respondents whose first jobs were in the professions. Excluding education and welfare personnel, about one-fourth of the remaining executives launched their careers as professionals. This fact suggests the predominance of professionals in the executive service regardless of the education and welfare personnel.

Like Louisiana executives, federal executives began their careers in the professions in greater proportion than in other occupations.⁸ The federal government, particularly the non-career service, attracts a higher proportion of professionals than either of the state services. This may be due to the number of scientific and technological functions that the federal government performs. Differences in state and federal activity are also obvious from the variations within the professions; lawyers and engineers dominated the

⁷For the composition of these occupational categories see footnote 9, Chapter III.

⁸See Tables 22 and 23, Appendix D.

professions in the federal service, while teachers and social workers were most numerous among professionals in the present study. If careers in the professions are indications of the predominance of specialist administrators, they appear to be more prevalent in the federal than state government.

Length of Employment in Present Position

The number of years executives have held their present positions is one indication of their qualifications to hold their jobs. Rotation in executive positions is sometimes thought to be a major personnel problem resulting in an untrained and ill-prepared executive corps. Dean E. Mann points out that the federal government is sometimes unable to retain high-level personnel long enough to realize a return from the initial investment in their training. New recruits to policy-making posts take perhaps a year or more to become productive in their jobs. The system, problems, and procedures are learned the first twelve months.⁹

Louisiana executives recognized the problem of quality of personnel in their answers to the question "What are the things you dislike about working for Louisiana state government?"¹⁰ Several executives remarked that there was too much turnover and the state was unable to attract qualified personnel in the top agency positions.

⁹Mann, The Assistant Secretaries, pp. 6-7.

¹⁰See responses to item 49 in the questionnaire, Appendix C.

The number of years Louisiana executives have held their present positions appears in Table 14 and was calculated by subtracting the age they entered their present positions from their ages as of 1968. About 15 percent of all Louisiana executives have been in their present positions for one year or less, and approximately one-half have held their jobs for five years or more.

TABLE 14
PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER
OF YEARS IN PRESENT POSITION

Number of Years	Louisiana Executives		
	Classified	Unclassified	All
1 or less	13.6	16.7	15.0
2 - 4	22.8	50.0	35.0
5 - 9	24.5	21.2	23.0
10 - 14	11.8	3.3	8.0
15 - 19	11.8	4.4	8.5
20 - 24	9.1	3.3	6.5
25 - 29	4.6	1.1	3.0
30 or more	<u>1.8</u>	<u>0.0</u>	<u>1.0</u>
Total	100.0	100.0	100.0
	N=110	N=90	N=200

As would be expected, classified executives have held their jobs longer than unclassified executives. The average classified executive has served in his present capacity for about nine years, while unclassified executives average five years. The greatest variation between the classified and unclassified executives is the fact that less than one-fourth of the classified, compared to one-half of the unclassified, executives have been in their present positions for "two to four" years.

The fact that two-thirds of the unclassified executives assumed their positions within the last four years or since 1964--at the beginning of Governor McKeithen's first term of office--supports the assumption that the election of a new governor affects the rate of turnover in elective positions. However, only about half of the respondents agreed that the election of a new governor resulted in significant turnover among executives, as expressed in item 53 of the questionnaire.¹¹ One respondent commented that

Unclassified agency heads and board members are often replaced. How many is a new governor's prerogative and often his obligation to better government. About 44,000 classified employees are unaffected by rotation of governors, board, and agency heads. A good governor wants good executives and good boards; a poor one doesn't give a damn.

Another remarked that "many people have served under as many as five governors. A normal turnover takes place, but it is

¹¹"Do you think that the election of a new Governor results in significant turnover among non-elective executives employed by Louisiana government?"

not drastic." Since a large proportion of the executives studied are education department personnel appointed by the State Superintendent of Public Education, it is likely that his assumption of the office, also in 1964, has resulted in turnover among executives. The likelihood of this is supported by the fact that about two-thirds of the executives in the department of education have served four years or less in their present capacities.

Despite the differences between classified and unclassified executives with regard to length of service in present positions, if one year in a position is accepted as a training period after which new recruits become productive, the vast majority of Louisiana's executives are considerably experienced for their jobs.

Number of years employed in state government. Stanley has suggested that turnover may be less of a personnel problem than is often assumed when the number of years executives have held their present jobs is considered in conjunction with the length of time executives have been in the public service.¹² Consideration of the number of years executives have been employed by state government, including the time spent in present positions, shows that training in public affairs for most Louisiana executives began prior to appointment to their present positions. The length of state service

¹²Stanley et al., Men Who Govern, pp. 55-56.

was ascertained in item 47 of the questionnaire: "How many years have you worked for state government?" These data appear in Table 15.

TABLE 15
PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER
OF YEARS OF STATE EMPLOYMENT

Number of Years	Louisiana Executives		
	Classified	Unclassified	All
4 or less	3.6	30.2	15.3
5 - 9	10.0	17.4	13.3
10 - 14	7.3	7.0	7.2
15 - 19	19.2	11.6	15.8
20 - 24	23.6	14.0	19.4
25 - 29	14.5	9.3	12.2
30 - 34	18.2	3.5	11.7
35 - 39	3.6	4.7	4.1
40 or more	<u>0.0</u>	<u>2.3</u>	<u>1.0</u>
	100.0	100.0	100.0
	N=110	N=86	N=196

Classified executives, generally, have worked for the state longer than unclassified executives. The average classified executive has been a state employee for twenty-one years, while the average unclassified executive has fourteen years of state employment. Only about 15 percent

of Louisiana's executives have been state employees for four years or less, and almost all of these are unclassified personnel. About seven in ten of the executives have worked for the state ten years or more.

The apparent shorter length of service among unclassified, compared to classified, executives is largely a consequence of the proportion of unclassified executives (30 percent) who were hired within the last four years. Despite the variation in length of state employment between the services, Louisiana appears quite capable of retaining high-level personnel. The fact that more than 85 percent of the classified executives, and about 52 percent of the unclassified executives, have worked for the state ten years or more attests to the extent of personnel retention and the experience of executives in governmental affairs. The appearance of an experienced executive corps may be a consequence of the tendency to promote state employees from lower state jobs into executive positions.

Career Speeds

Since the social groups to which a person belongs appear to affect his chance of becoming an executive, presumably, membership in a particular social group affects career speeds. If this assumption is valid, then it can be inferred that some social characteristics may be conducive to rapid career advancement, while others have retarding effects. The objective here is to identify these factors by

comparing the career speeds of executives who are members of different groups--for example, men and women or Catholics and Protestants.

Career speed or achievement time refers to the number of years required by executives to reach their present positions after entering the public service. It is derived by subtracting the age that executives first entered the public service from the age they assumed their present positions. This approach to the data deals with respondents' present jobs only and does not consider the possibility that they worked as executives in private industry or another government position of comparable power and prestige prior to assuming their present jobs.

To simplify presentation of the data, the number of years an executive required to achieve his present position is placed in one of three broad categories: nine years or less, ten to nineteen years, and twenty years or more. In comparing groups of executives, the ones with the largest proportion in the "nine years or less" column are, under most circumstances, considered comparatively fast achievers. Tables presenting career speed data contain only three categories in order to make comparisons as meaningful as possible by avoiding small and fairly uniform percentages in several columns.

Occupational origin. The career speeds of executives with different occupational backgrounds (that is, fathers'

jobs at the time respondents became self-supporting) are compared in Table 24, Appendix D, to see which, if any, are associated with rapid career advancement. Executives whose fathers were laborers or farmers did not reach agency director or assistant agency director positions as rapidly as other executives. One-fourth of the agency directors or assistant agency directors with labor and farm origins achieved their jobs in less than ten years, and more than three-fifths of those with labor backgrounds required twenty years or more. In contrast, between one-third and three-fifths of the agency directors or assistant agency directors whose fathers were white-collar workers, business owners, or professionals assumed their positions in less than ten years. These variations indicate that the occupation of one's father is a factor in achievement time. They suggest that persons born into less prestigious occupations--for example, sons of laborers and farmers--are likely to advance more slowly to agency director and assistant agency director positions than sons of professionals, white-collar workers, or business owners.

Admittedly, these findings are based on a limited number of cases, and a few additional respondents could alter the percentages drastically. However, if the labor and farm categories are combined and white-collar workers, business owners, and professionals are placed in a single category, the findings are the same as above.

At the division and field levels, executives born to farmers are the slowest achievers. Sons and daughters of laborers, on the other hand, acquired division and field positions more rapidly than they acquired agency director and assistant agency director jobs. Executives with labor origins reached division and field positions slightly faster than respondents with professional and business owner backgrounds. This suggests that a labor origin is not a liability in rapid advancement toward division and field level positions, although as noted previously, it may retard promotion to agency director positions. The achievement of division and field executives born to laborers may be a consequence of social pressures on them to become occupationally upward mobile.

Organizational mobility. The relative merits of organizational mobility--interorganizational movement of executives--in the public service are frequently argued.¹³ Some contend that a high degree of organizational mobility increases career speed. Others assert that achievement time is enhanced by remaining in one organization. These arguments emphasize the importance of organizational mobility as a variable in the careers of executives.

More than one-third of Louisiana's executives have

¹³See, for example, Stanley et al., Men Who Govern, pp. 54-55.

been associated with two or fewer organizations¹⁴ during their careers, as Table 25, Appendix D, shows. Almost half the classified, compared to about one-fifth of the unclassified, executives have worked for only one or two organizations. This indicates greater organizational mobility among unclassified executives. This finding is expected since unclassified executives are political appointees of governors and elected department heads. The election of a new governor or change in elected department heads can increase turnover, and thus organizational mobility, among unclassified executives. The difference in mobility between the services is also affected by the lack of organizational movement of welfare personnel, more than half of whom have been employed in only one or two organizations. Discounting welfare executives, 26 percent of the other classified executives were associated with one or two organizations.

Executives who achieved their present jobs in nine years or less (Table 26, Appendix D) afford no conclusive evidence that organizational mobility affects career speed. Admittedly, the proportion of executives who reached their positions in nine or fewer years and worked in one or two organizations (about one-fourth) is smaller than the percentage who attained their jobs in the same length of time and were employed in three or more organizations (about 30

¹⁴"Organization" is referred to in the questionnaire, item 8, as "government departments, independent public agencies, business firms, or other private organizations."

percent). Little significance is attached to this slight percentage variation. Moreover, the number of agency directors and assistant agency directors who were associated with one or two organizations is too small (four) to conclude that immobility affects achievement time of the highest agency personnel.

If the data in the "nine or less" and "ten to nineteen" year columns are combined, Table 26, Appendix D, suggests that inter-organizational movement may influence career speed. For example, about 73 percent of all executives who were associated with one or two organizations reached their present jobs in nineteen or fewer years. In contrast, about 58 percent of those who worked in three or more organizations acquired their jobs in nineteen years or less. The proportion of executives who served in three or more organizations and required twenty or more years to attain their jobs (about 42 percent) is considerably greater than the percentage who were employed in one or two organizations and took twenty years or more to reach their present jobs (approximately 27 percent). Therefore, if the comparatively "fast achievers" are defined as those who reached their position in nineteen or fewer years, and the "slowest achievers" required twenty or more years, then organizational immobility is conducive to rapid advancement. In other words, if one's objective is quick advancement, more than two organizational moves is a disadvantage.

A relation between "fast achievement" and a limited number of organizational moves is not surprising because of the common practice of promoting personnel from lower jobs to top-level positions within the same agency. High positions filled by promotion "from within" may discourage movement between departments. A potential executive "stays put" in his agency in order to be promoted. Consequently, this practice may reduce the extent of experience and training that government employees might receive from working in a variety of different agencies prior to high-level appointment. Probably, federal executives, compared with Louisiana executives, bring a wider variety of experiences to their jobs from having served in a greater number of organizations.¹⁵ Perhaps federal agencies hire "outside" personnel for top positions more frequently than state government, which could account for the fact that federal executives are more organizationally mobile than Louisiana executives.

Region of birth. Chapter II showed that Louisiana executives were born disproportionately among the state's three regions--North, South, and Florida Parishes. Of the three sections, only South Louisiana failed to produce as many executives as would be expected. The career speeds of executives born in different regions are compared to see if South Louisiana born executives are also slow achievers.

¹⁵See Table 25, Appendix D.

Table 27, Appendix D, shows that respondents born in South Louisiana advanced to their present positions about as rapidly as North Louisiana born executives and slightly slower than those from the Florida Parishes. These variations are not great, however, and if region of birth has any effect upon achievement time, it is minimal.

Region of birth is more of a factor in career speeds among unclassified executives than in the executive service as a whole. Unclassified executives born in the Florida Parishes achieved their present jobs in nine years or less in considerably higher percentages than unclassified executives born in other regions. The geographical proximity of the Florida Parishes to the state capitol may be politically advantageous, and thus contribute to rapid advancement. Also, perhaps these executives are "compromise appointments" to appease North and South Louisiana legislators. Possibly this compromise explains the fact that a high proportion, about 56 percent, of the Florida born agency directors and assistant agency directors acquired their positions in nine or fewer years. Only about two-fifths of the North and South Louisiana born agency directors and assistant agency directors attained their posts in this length of time. While region of birth is definitely a factor in the career speeds of directors and their assistants, it does not appear to be an important variable in career speeds of executives as a whole.

Size of birthplace. Previously it was pointed out that most of Louisiana's executives were born in rural communities, under 2,500; however, these areas did not produce as many executives as would be expected and are considerably under-represented in comparison with the proportion of state population in rural areas. Analysis of career speeds of executives born in different sized communities shows that those born in rural areas are slower achievers than respondents who came from other cities.¹⁶ One-third of the executives born in cities over 2,500 reached their present posts within nine years. In contrast, about one-fourth who were born in rural communities acquired their jobs in nine years or less. Also, of the executives who took twenty or more years to attain their present positions, a considerably larger proportion were rurally born.

The finding that slow achievement is associated with rural birth is applicable in the classified and unclassified services, and among all position-titles. Furthermore, executives born in rural areas were comparatively slow achievers regardless of whether they were born in a rural community in North Louisiana, South Louisiana, or the Florida Parishes. Perhaps educational benefits or political contacts are more easily available to persons born in larger cities, which could enable them to ascend to high level positions faster than executives of rural birth.

¹⁶See Table 28, Appendix D.

Religious preference. Although the executive service is predominately Protestant, Catholics are faster achievers than Protestants. One-third of the Catholics acquired their jobs in nine years or less, while one-fourth of the Protestants took nine or fewer years.¹⁷ Additionally, 27 percent of the Catholics, compared to about two-fifths of the Protestants, attained their present positions after nineteen years of public service. Faster achievement among Catholics may be attributed partially to the fact that they are less organizationally mobile than Protestants, and limited movement among organizations increases career speed. About one-sixth of the Catholic executives were associated with five or more organizations, compared to about 30 percent of the Protestants who were employed in this number of organizations.

At each position-level, Catholic executives reached their present positions more rapidly than Protestants. For example, 43 percent of the Catholic agency directors and assistant directors were promoted to their posts in less than ten years; a slightly smaller proportion, about 38 percent, of the Protestant agency directors and their assistants obtained their jobs in nine years or less. Differences in achievement time at the division levels are somewhat greater than among agency directors, but almost identical at the field positions. While Catholics are as likely as Protestants

¹⁷See Table 29, Appendix D.

to become executives, they advance more rapidly in some instances than Protestants.

The importance of religious preference as a factor in career speed is emphasized by comparing the achievement time of Catholics and Protestants born in each region of the state. These data, reported in Table 30, Appendix D, show that half the Catholic executives born in North Louisiana and the Florida Parishes acquired their positions in less than ten years. This suggests rather rapid advancement in comparison with Protestants born in North Louisiana or the Florida Parishes, only about one-fifth of whom attained their jobs in less than ten years. Catholics born in North Louisiana and the Florida Parishes were not only faster achievers than Protestants born in these regions, but North Louisiana and Florida born Catholics advanced more rapidly than Catholics or Protestants from South Louisiana.

The above contrast, and thus the conclusion, could be altered with the addition of a few more respondents, since there were only eighteen Catholics in the study who were born in North Louisiana or the Florida Parishes. Five of these are agency heads or chairmen of boards, and their appointments by the governor may represent an attempt by his office to overcome criticisms relative to religious discrimination in filling top agency positions. Their appointment might not be offensive to North Louisiana, and at the same time, bring political support from predominately Catholic regions.

Level of education. It is assumed that executives who were graduated from college would be faster achievers than respondents without college degrees. The data presented in Table 31, Appendix D, do not support this assumption. Forty percent of the agency directors and assistant agency directors who were not graduated from college reached their positions in nine years or fewer; about 43 percent of the college graduated agency directors and assistants acquired their jobs in this length of time. At other position levels, about one-fourth of the executives took less than ten years to attain their jobs regardless of their educational level.

These data are not conclusive evidence that rapid achievement to agency director, assistant director, division, or field positions is associated with a college education nor that failure to get a degree retards speed. The fact that executives without college degrees achieved their positions about as fast as those who are college graduates may indicate that political contacts are about as important in rapid advancement as college training. This suggestion is particularly applicable to agency directors and assistant agency directors since most are unclassified.

One reason why college graduates are not faster achievers at the division or field levels is that 96 percent of the education and welfare personnel studied have college degrees, and executives in these two departments did not reach their present positions as rapidly as other executives. Fifteen percent of the education and welfare respondents

were promoted to their positions in nine years or less, while about two-fifths of the remaining executives attained their jobs in this length of time. Exclusion of education and welfare personnel shows that about 40 percent of the executives at the division and field levels who were graduated from college acquired their posts in nine years or less; approximately one-third of those whose educational level was less than college graduation obtained their jobs within nine years. Career speeds in the welfare and education departments have little effect on achievement time of agency directors and assistant agency directors as a whole, since only three agency directors or assistant agency directors studied are in these two agencies.

Departmental differences in career speeds may be an indication that "generalists" are faster achievers than "specialists." Some support for this comes from the fact that only one-fourth of the executives with master's degrees in social work or education assumed their present positions within nine years. In contrast, about 30 percent of the other executives required less than nine years to advance to their present jobs. Perhaps some of the professional's career time was divided between the public service and graduate school, which might, initially, slow his achievement process. It may be that professionals are more reluctant than generalists to seek executive positions, which could account for the slower career speeds of specialists.

Other social characteristics. The career speeds of executives representing several other social groups were analyzed. Two of these, race and marital status, do not appear to be significant factors in achievement time; however, there are not enough Negroes or single persons in the study to draw conclusions about their advancement.

Almost half of the women in the study acquired their jobs after twenty or more years of public service.¹⁸ The vast majority of the women executives are in classified field offices. Their career speeds and position-titles perhaps reflect a popular assumption that women are less skilled than men in leadership and supervision. They are not only unlikely to be hired as executives, but the process of reaching executive status is much slower for women than men.

Conclusions

Warner's observation that the civilian federal elite is "highly stratified by occupational origin"¹⁹ is applicable to the upper levels of the Louisiana bureaucracy. The percentage of executives whose fathers were laborers or farmers is lower than would be expected in comparison with the population. Seventy percent of the state's adult male population were laborers or farmers at the time executives became self-supporting, but only about two-fifths of Louisiana's

¹⁸See Table 32, Appendix D.

¹⁹Warner et al., The American Federal Executive, p. 162.

executives had fathers who were in these occupations. In contrast, respondents were born to men who were professionals, business owners, executives, and foremen in disproportionately high percentages; for example, one-third of the respondents' fathers were employed in these positions compared to about one-tenth of the adult male population. Underrepresentation of the less prestigious occupations, labor and farming, and overrepresentation of higher status jobs--professions and business owners--suggest that social status may affect a person's chance of becoming an executive.

The study of career patterns shows that the professions are the primary source of Louisiana executives. The fact that about 46 percent held their first jobs in the professions attests to a predominately "professional service." This development is no surprise in view of the increasing specialization of functions and government involvement in technical activities. It suggests that the executive service is more specialist than generalist. An increasingly specialist bureaucracy poses problems and questions in a democracy. If an executive is the only person knowledgeable in his field, can he be held accountable to the politician, generalist, or public? As James W. Fesler has said, this argument is maximized by the assumption that "the expert should be on tap, not on top."²⁰ It is not

²⁰James W. Fesler, "Specialist and Generalist," Public Administration Review, XVIII (Autumn, 1958), p. 370.

within this study to determine whether the specialist is "on tap." If he is not, then the state might do well to broaden its base for recruitment.

Length of service in executive positions, although greater among classified than unclassified executives, is longer than is often assumed. Eighty-five percent of the executives have worked in their present capacities for two or more years, and many have served the state for the major portion of their careers. This indicates that Louisiana executives have considerable training and experience for the positions they hold. To assume that executives are without experience in public affairs or that the state does not retain its high-level personnel, is a mistake.

Several factors analyzed in this chapter have been identified as important variables in executives' career speeds. Variations in achievement time among executives with different occupational backgrounds suggest that the job one's father holds affects career speeds. Agency directors and assistant agency directors with labor or farming origins did not advance to these positions as quickly as agency directors and assistant agency directors who were born to men in the professions. Sons and daughters of farmers were comparatively slow in reaching division and field positions. From these findings it would appear that rapid career speeds are associated with higher status occupational backgrounds.

Louisiana executives are quite immobile organizationally and less mobile than federal executives. About 55 per-

cent of the respondents never worked in more than three organizations in their careers, while about two-fifths of the federal executives were employed in this number. As a result, Louisiana executives' administrative experience and training may be more narrow than that of federal executives. Perhaps a broader perspective as to the problems and needs of state government is sacrificed for the specialized knowledge in the affairs of one or two state agencies. Assuming that rapid advancement was the aim of executives, their immobility was quite rational, since increased mobility appears to retard career speed of Louisiana executives.

There is no evidence that region of birth affects the career speeds of executives as a whole. However, comparatively rapid advancement of agency directors and assistant agency directors is correlated with birth in the Florida Parishes.

Size of birthplace is a significant variable in the career speeds of executives. Those born in cities over 2,500 reached their positions faster than rurally born executives.

Among fast achievers, a significantly greater percentage of executives are Catholics; thus, religious preference may be a factor involved in fast achievement.

No conclusive evidence shows that level of education is a significant factor in career speeds. Executives who were not graduated from college attained their positions in about the same length of time as college graduates.

Women executives took considerably longer to acquire

their present jobs than men.

The study of achievement time shows that comparatively rapid advancement is correlated with professional or business owner origin, limited inter-organizational movement, non-rural birth, Catholicism, and male executives. Farm origin, organizational mobility, rural birth, Protestantism, and women are associated with slow career advancement. Other factors, such as region of birth, level of education, race, and marital status have little effect, if any, on career speeds.

CHAPTER V

CONCLUSIONS

The primary objective of this study, as stated in Chapter I, was to find out what kinds of people held high-level positions in the state bureaucracy. Executives' geographic origin, personal characteristics, education, occupational origin, and career patterns have been studied to learn something about the social composition of the executive service, its representation of social groups, and occupational mobility among state employees. Additionally, factors such as education and careers afford some evidence of the extent of training and preparation of executives for their jobs.

Chapter II showed that the executive service does not represent proportionally the social groups in the state's population. The most populated parishes, South Louisiana, rural communities, Negroes, women, single persons, and youth are under-represented among executives. Chapter IV contained evidence that persons whose fathers held socially low status jobs--labor and farming--attained executive positions in disproportionately low percentages, that is, to a lesser extent than the proportion of the population in these jobs. These findings suggest that access to executive positions in

Louisiana state government is affected by the social groups to which one belongs. So long as the likelihood of becoming an executive depends in part on social background--race, sex, or fathers' occupations, for example--some categories of people are more advantaged than others in achieving high-level positions in the state bureaucracy.

Although several social groups are under-represented among executives, none considered in this study have been excluded from executive positions. For example, Louisiana executives include a few Negroes and a few women. There is a large number of South Louisianians, although they are a proportionate minority. More than half the executives were born in rural communities; nevertheless, this proportion is smaller than the percentage of population residing in rural areas. There are fewer Catholics than Protestants and more Louisiana born than non-Louisiana born executives. However, neither Catholics nor persons born outside the state are under-represented. These findings show that Negroes, women, South Louisianians, the rurally born, Catholics, and persons not born in Louisiana can become executives. For these categories of people, access to positions is a possibility even though they are under-represented or constitute a minority among executives. The executive service is more representative of society than it would be if these people were entirely excluded from executive positions. For this reason, the Louisiana bureaucracy is not a closed system. Nevertheless, within it, some groups have advantages over

others in reaching top agency positions.

The number of executives (about two-thirds) whose fathers were laborers or farmers is significant as an illustration of upward occupational mobility. Persons of socially low status occupational origins have risen to executive positions. Also, the fact that executives whose fathers had little or no formal education themselves attended college in about the same proportion as executives whose fathers went to college is evidence of upward mobility and accessibility of executive positions. Again, mobility can be appreciated in the percentage of executives who were born to laborers (about 70 percent) or farmers (about 85 percent) and attended college.

Despite these findings of upward mobility, the evidence shows that men born into high social status--defined by educational level and occupation of fathers--are more likely to attain top government positions than other persons. For example, about 70 percent of the respondents with labor origins attended college, while 96 percent of those born to men who were professionals went to college. One-third of the executives had fathers who were business owners or professionals, but persons in these occupations comprised only one-tenth of the state population. Advantages from social status may be less obvious now than it was in the past, although there is no previous comparable data on Louisiana. Perhaps Warner has observed correctly that

Fathers at the elite levels still find it possible to endow their sons with greater opportunity, but, in business and in all probability in government, they do so now in decreased numbers. The sons of men from the wrong side of the tracks are finding their way increasingly to the places of power and prestige. The values of competitive and open status are higher today than yesterday and those of inherited position and fixed position, while still powerful, are less potent now than they were a generation ago.¹

Future research that compares executives' social backgrounds with the data in the present study might determine whether Warner's observation is applicable to Louisiana.

One index of the extent of training executives have for their jobs is educational background. As shown in Chapter II, a large majority (80 percent) of the executives are college graduates, and this proportion is closely comparable to the number of federal, California, and Illinois executives who were graduated from college. The fact that one-fifth are not college graduates suggests that the educational requirements for appointment to executive positions could be raised considerably. Presumably, this would improve the quality of executives.

Only about half of the respondents who were graduated from college earned a degree higher than a bachelor's. In most instances this was a master's degree, and three-fourths of these are held by personnel in the departments of education and welfare. Very few Louisiana executives have doctorates or other higher degrees; in contrast, about

¹Warner et al., The American Federal Executive, p. 23.

one-third of the federal executives hold law degrees, and approximately one-tenth have doctorates (Table 18, Appendix D). Apparently in the selection of Louisiana executives, with the exception of education and welfare personnel, little emphasis is placed on graduate education. For some reason, perhaps pay in the state service, Louisiana has not attracted a high proportion of executives with advanced degrees. As a consequence, perhaps the prestige and quality of the state executive service falls below that of the federal government, although neither prestige nor quality is dependent on education alone.

Judged by the colleges and universities that Louisiana executives attended, they are not as prepared for their jobs as federal executives. More than four-fifths of Louisiana's executives who hold degrees earned them from colleges in the state. Very rarely did a state executive go to one of the prestige schools most often attended by federal executives--George Washington University, Chicago, Harvard, Minnesota, Michigan, Wisconsin, California at Berkeley, and other similarly rated institutions.

The major subject areas in which Louisiana's executives received degrees are of a limited number and indicate that training at the college level has been largely of an applied nature. This observation is also applicable to federal executives, although concentration in applied fields was greater among state than federal executives, which may be a consequence of the differences in the caliber of

institutions attended. As undergraduates, more than half the Louisiana executives took degrees in the applied fields, primarily education, business administration, and agriculture. About one-fourth studied the behavioral sciences, particularly sociology. At the graduate level degrees in education, agriculture, and social work were the most numerous. Formal education concentrated in the applied fields is interpreted as a trend toward the specialist administrator.

As pointed out in Chapter IV, since a characteristic of the specialist administrator is professionalism, employment in the professions is suggestive of a specialist executive service. The fact that almost half of Louisiana executives' first occupations were in the professions indicates that job training and experience may be of a specialized nature. Federal executives' first jobs were in the professions in slightly higher proportions than Louisiana executives, which may indicate that specialists are more prevalent in the federal than state government.

Some argue that government in the hands of professionals is a necessary development, that officials' roles or government's activities cannot be properly performed without men who possess specialized qualifications, training, and competence.² Others contend that expertise, particularly in

²Emmette S. Redford, Democracy in the Administrative State (New York: Oxford University Press, 1969), p. 52. This argument is cited, although not defended, by Redford.

high-level supervisory positions, is not essential in government; the administrative job is largely general policy-making, rather than practice of a specialty, and the expert ought to be strictly accountable to his generalist superior. Corson and Paul have presented evidence that subordination of the professional or expert is not a reality. He enjoys a great deal of freedom in determining what his work is, how he shall carry it on, and ". . . occupies a relatively independent status within the organizational hierarchy."³ Contrary to traditional organizational theory, which holds that authority can be delegated downward or withheld by the superior, Corson and Paul suggest that the authority of the professional derived through his expertise can not be delegated or withdrawn.⁴

The power position of the expert poses a quandary in a democracy. As pointed out in Chapter IV, the question becomes how to control the bureaucrat who alone is knowledgeable in his field of endeavor. Furthermore, his power status is conducive to creation of "professional communities of interest . . . that may influence . . . [his] behavior more than official prescription of duties."⁵ Frederick Mosher, recognizing the current trend toward professionalism in

³Corson and Paul, Men Near the Top, p. 99.

⁴Ibid.

⁵Redford, Democracy in the Administrative State, pp. 52-53.

government and the possible consequences, suggests an alternative to legal or structural reform in dealing with the problem. He proposes that the educational system which produces professionals be studied and changed--broadened, humanized, and lengthened--to respond to societal problems.⁶

In Chapter IV it was argued that from the standpoint of length of state service Louisiana has an experienced corps of executives. About 85 percent have held their present jobs for two years or more. Almost all of the classified and 70 percent of the unclassified executives have worked for the state five years or more. About two-thirds of all the executives have been employed by the state for fifteen years or over. These findings suggest that occupants of executive positions have had considerable training for their jobs.

Experience and training are limited to the affairs of a relatively few organizations, and therefore, appear to be quite specialized. This inference is based on the fact that about two-thirds of the classified and approximately 44 percent of the unclassified executives never were associated with more than three organizations. Federal executives are more mobile organizationally than Louisiana executives. Consequently, federal executives probably bring a wider variety of experiences to their present positions.

Limited inter-organizational movement will probably

⁶Mosher, Democracy and the Public Service, p. 133.

remain a characteristic of the Louisiana bureaucracy as long as there is a correlation between organizational mobility and retarded career speeds. A possible effect of immobility is limited awareness of the problems and procedures of other agencies. This might be overcome by an inter-agency personnel exchange program in which state employees would volunteer for temporary appointments in a number of different state agencies.

Louisiana's executive service is not representative of the total society, yet there is evidence of access of all social groups considered and traces of upward occupational mobility. The latter can be attributed in part to the educational system. Executives appear to be well-educated, particularly in regard to the proportion who attended college or were graduated. Consideration of other related factors--advanced degrees, areas of specialization, and institutions attended--indicates that Louisiana's executives may not be as well-prepared for their jobs as federal executives. The length of time executives have held their present positions and the number of years they have worked for the state suggest that experience in public affairs is a characteristic of Louisiana's executives. Their job training, however, appears to be quite specialized in view of the limited inter-organizational movement and the proportion who have been associated with the professions. The characteristics of the executive service may change along with societal values, politics, and governors. Future research that incorporates

the present data might verify this assumption and identify some long-range trends in the social composition of Louisiana's bureaucracy.

BIBLIOGRAPHY

BIBLIOGRAPHY

Public Documents

Louisiana. Constitution.

Louisiana. Roster of Officials, 1967.

State Department of Education of Louisiana. Louisiana School Directory 1967-68, 1967.

U. S., Bureau of the Census. Eighteenth Census of the United States: 1960 Population, Vol. I.

U. S., Bureau of the Census. Eighteenth Census of the United States: 1960 Population, State of Birth, Final Report PC(2)-2A.

U. S., Bureau of the Census. Fourteenth Census of the United States: 1920 Population, Vol. IV.

U. S., Bureau of the Census. Sixteenth Census of the United States: 1940 Population, The Labor Force, Vol. III.

Books

Ahmad, Jaleel. The Expert and the Administrator. University of Pittsburgh: University of Pittsburgh Press, 1959.

Appleby, Paul H. Policy and Administration. University of Alabama: University of Alabama Press, 1949.

Bendix, Reinhard. Higher Civil Servants in American Society. Boulder: University of Colorado Press, 1949.

Bernstein, Marver. The Job of the Federal Executive. Washington: The Brookings Institution, 1958.

Boyer, William W. Bureaucracy on Trial. Indianapolis: The Bobbs-Merrill Co., 1964.

Corson, John J., and R. Shale Paul. Men Near the Top. Baltimore: Johns Hopkins Press, 1966.

- Hackett, Bruce M. Higher Civil Servants in California. University of California, Davis: Institute of Governmental Affairs, 1967.
- Havard, William C. et al. The Louisiana Elections of 1960. Baton Rouge: Louisiana State University Press, 1963.
- Herring, E. Pendleton. Federal Commissioners. Cambridge: Harvard University Press, 1936.
- Hopkins, Jack W. The Government Executive of Modern Peru. Gainesville: University of Florida Press, 1967.
- Jacob, Charles E. Policy and Bureaucracy. Princeton: D. Van Nostrand Co., 1966.
- Kilpatrick, Franklin P. et al. The Image of the Federal Service. Washington: The Brookings Institution, 1964.
- Kilpatrick, Franklin P. et al. Source Book of a Study of Occupational Values and the Image of the Federal Service. Washington: The Brookings Institution, 1964.
- MacMahon, Arthur W., and John D. Millett. Federal Administrators. New York: Columbia University Press, 1939.
- Mann, Dean E. The Assistant Secretaries. Washington: The Brookings Institution, 1965.
- Morton, Malvin (ed.). The Public Welfare Directory. Chicago: American Public Welfare Association, 1968.
- Mosher, Frederick C. Democracy and the Public Service. New York: Oxford University Press, 1968.
- The Official Catholic Directory. New York: P. J. Kenedy and Sons, 1956.
- Redford, Emmette S. Democracy in the Administrative State. New York: Oxford University Press, 1969.
- Rogers, Chester B. The Institute of Public Affairs--1968: History and Current Status. Department of Political Science: Western Michigan University, 1968.
- Simon, Julian L. Basic Research Methods in Social Science. New York: Random House, 1969.
- Stanley, David T. The Higher Civil Service. Washington: The Brookings Institution, 1964.
- _____et al. Men Who Govern. Washington: The Brookings Institution, 1967.

Waldo, Dwight. The Administrative State. New York: The Ronald Press, 1948.

Warner, W. Lloyd et al. The American Federal Executive. New Haven: Yale University Press, 1963.

White, Leonard D. The States and the Nation. Baton Rouge: Louisiana State University Press, 1953.

Articles

Fesler, James W. "Specialist and Generalist," Public Administration Review, XVIII (Autumn, 1958), p. 370.

Gaus, John M. "Trends in the Theory of Public Administration," Public Administration Review, X (Summer, 1950), pp. 161-68.

Harrison, Evelyn. "The Working Women: Barriers in Employment," Public Administration Review, XXIV (June, 1964), pp. 78-85.

Kaufman, Herbert. "The Growth of the Federal Personnel System," Wallace S. Sayre (ed.). The Federal Government Service. 2nd ed. Englewood Cliffs: Prentice-Hall, Inc., 1965, pp. 7-69.

Long, Norton E. "Bureaucracy and Constitutionalism," The American Political Science Review, XLVI (September, 1952), pp. 808-818.

McDonagh, E. C., and A. L. Rosenblum. "A Comparison of Mailed Questionnaires and Subsequent Structured Interviews," Public Opinion Quarterly, XXIX (Spring, 1965), pp. 131-36.

Pisciotta, Joseph P., and Thomas J. Anton. "Provincial Administrators: Profile and Career Patterns of Illinois State Officials," Joseph P. Pisciotta (ed.). Manpower for Illinois Governments. University of Illinois: Institute of Government and Public Affairs, 1968, pp. 49-58.

Waldo, Dwight. "The Administrative State Revisited," Public Administration Review, XXV (March, 1965), pp. 5-30.

Wright, Deil S., and Richard L. McAnaw. "American State Executives: Their Backgrounds and Careers," State Government, XXXVIII (Summer, 1965), pp. 146-53.

APPENDIXES

APPENDIX A

METHOD OF STUDY

The data for this study were collected by a mailed questionnaire similar in form and content to the one used in The American Federal Executive. Some changes were made in the questionnaire employed in the federal study to make it applicable to state executives. Permission to use the questionnaire was granted by Dr. Paul P. Van Riper, one of the authors of The American Federal Executive, and Yale University Press, publisher. Items 42-64 represent a departure from the Warner study and are designed to ascertain executives' attitudes toward the state service (Appendix B). Questions 42-45 and the self-anchoring scale (or ladder) are from Franklin P. Kilpatrick et al., Source Book.¹

The questionnaire was sent to classified and unclassified executives. Louisiana classified executives are employees in the classified civil service of the state. The Louisiana Constitution provides that permanent appointment

¹Franklin P. Kilpatrick et al., Source Book of a Study of Occupational Values and the Image of the Federal Service (Washington: The Brookings Institution, 1964), p. 22. Also, see Franklin P. Kilpatrick et al., The Image of the Federal Service (Washington: The Brookings Institution, 1964), pp. 273-74.

and promotion in the classified service

shall be made only after certification by the appropriate civil service departments pursuant to the general system based upon merit, efficiency, and fitness, under which certificates shall be based on examinations which, so far as practical, shall be competitive, and all employees of the Classified Service shall be employed from those eligible under such certification.²

Louisiana unclassified executives hold "political offices" for which applicants are not subject to competitive examination or the state's merit system law. These include elective offices, heads of departments appointed by the governor, and boards and commissions "discharging executive, administrative or advisory functions."³

Warner's study contains two categories of federal executives that are comparable to Louisiana classified and unclassified executives in regard to the manner in which jobs are received. Civilian federal executives are divided into "career" and "political." Federal career civil service executives are defined as "civilian employees, other than foreign service, who hold tenure positions in a merit system of the federal government," either under the direction of the United States Civil Service Commission or a separate merit system. Appointment under any merit system is considered to be career in nature.⁴ Political executives in the Warner

²Louisiana, Constitution, Art. XIV, sec. 15.

³Ibid. Employees of the legislature are also considered "unclassified."

⁴Warner et al., The American Federal Executive, p. 305.

study consist of four groups of civilian executives: those excepted by Congress from merit system considerations and Schedules A, B, and C. These schedules contain positions for which it is "not practicable to hold competitive examinations" and positions of "policy-determining character" considered to be political.⁵ Marver Bernstein points out that the distinction between career and political executives is the method of appointment.⁶

In The American Federal Executive questionnaires were sent to employees in the GS 14-18 levels, which the authors considered to be the "elite" of civilian departments and agencies⁷ or the persons in "powerful positions" in their respective organizations.⁸ These were positions with high levels of responsibility where considerable "executive or supervisory activity" is involved.⁹ Executives in the present Louisiana study are assumed to possess the greatest amount of responsibility, power, prestige, and supervisory activity in the Louisiana bureaucracy. They have one of the following titles or their equivalent: director, administrator, chairman, commissioner, manager, chief, supervisor, executive secretary, state officer, or one of these titles

⁵Ibid., pp. 305-306.

⁶Marver Bernstein, The Job of the Federal Executive (Washington: The Brookings Institution, 1958), pp. 10 and 38.

⁷Warner et al., The American Federal Executive, p. 6.

⁸Ibid., p. 31.

⁹Ibid., p. 298.

preceded by "assistant" or "deputy." In other words, participants in this study are either (1) directors--or their equivalent--of a department, agency, board, commission, or a division thereof or (2) assistant directors--or their equivalent--of a department, agency, board, commission, or a division thereof. "Divisions" are either first level divisions of central offices, second level divisions of central offices, or field offices.

The first step in selecting executives to receive questionnaires was to determine which state agencies warranted inclusion in the study. These appear in Table 33, Appendix D. Elimination of some agencies from the study amounted to the arbitrary exclusion of some state employees. The following types of agencies are not considered in this study: agencies with narrow geographical jurisdictions (less than state-wide); those that exist for the sole purpose of licensing, examination, and certification; agencies that have as their only purpose research and advice; and educational institutions. These criteria deleted from the study levee boards; bridge, port, expressway, and housing authorities; licensing and examining boards; legislative agencies; monument commissions; libraries; public schools; and colleges. These agencies (with the exception of legislative agencies) may be a part of the state executive branch, but their functions are limited in purpose and in geography. Their exclusion contributes to compatibility with Warner's study, which excluded similar agencies: legislative agencies,

District of Columbia agencies, housing authorities, planning commissions, monument commissions, and others.¹⁰

After establishing a list of agencies to be considered in the study, the next step was to decide which officials in these agencies would be regarded as executives and potential participants. This was done by examining separate lists of classified and unclassified employees. These "lists" were computer print-outs containing the names of all state employees. The classified roster, dated August 31, 1968, was made available by the Louisiana Civil Service Department. It listed classified employees alphabetically by agency including classification and salary. The Division of Administration furnished a list of unclassified employees, which was dated August 2, 1968. It listed unclassified employees alphabetically by agency including job title and salary. These employee rosters (the latest editions available) were examined in October, 1968.

The classified and unclassified employee rosters were examined in search of (1) the highest administrative position in each agency included in the study and (2) all other administrative positions that carried a salary of \$950.00 monthly or more. Persons whom the two employee lists indicated as holders of these positions were placed in the executive category.

The highest administrative position in each agency

¹⁰Ibid., pp. 292-93 and 288.

was evident from the job classification appearing on the classified personnel roster and the job title appearing on the unclassified personnel roster, for example, "director of the department" or "chairman of the commission." Other administrative positions, below that of the highest administrative position in the agency, were identified by a combination of two criteria: job classification (for classified employees) or job title (for unclassified employees) and salary. The classification or job title indicated an administrative capacity, for example, administrator, manager, supervisor and so forth. The minimum salary of \$950.00 or more suggested the inclusion of upper-level positions. Elected officials, persons holding temporary appointments in the unclassified service, and contract employees in the unclassified service were excluded from the executive category. Elected officials are not a part of the Warner study. The usefulness of temporary and contract employees to the present study would be limited, since occupancy of their present position is likely to be of short duration.

Questionnaires were mailed on October 24, 1968, to 318 state officials identified by the above procedure as executives. This was the total number designated as executives, and no sampling procedure was used. By November 25, 1968, 154 executives or 48.5 percent had returned their questionnaires; eight had expressed a desire not to participate in the study. On this date a second and identical questionnaire was mailed. Cover letters used in both

mailings are in Appendix B. Between November 25, 1968, and December 18, 1968, forty-seven questionnaires were received. The follow-up period, therefore, yielded 14.8 percent of the total distribution. Two questionnaires received after the arbitrary cut-off date of December 18, 1968, are not counted in the proportion of returned questionnaires and are not a part of the study. Therefore, this study is based on questionnaires from 201 executives or 63.2 percent of those to whom questionnaires were sent. The number of questionnaires mailed and returned is presented in Table 33, Appendix D.

The response rate is lower than Warner's (69.4 percent)¹¹ and Hackett's (81 percent).¹² It is slightly higher than Hopkins' (58.2 percent).¹³ For a questionnaire study with only one follow-up mailing, the response among Louisiana executives is gratifyingly high.

Possibly the returned questionnaires have a geographical, educational, racial, religious, or some other bias. This cannot be determined because the number of executives with these characteristics was not known at the time the questionnaires were mailed. A variation in the return rate between classified (71.2 percent) and unclassified (55.6 percent) is noticeable.¹⁴ This difference might be expected,

¹¹Warner et al., The American Federal Executive, p. 289.

¹²Hackett, Higher Civil Servants in California, p. 6.

¹³Hopkins, The Government Executive of Modern Peru, p. 30.

¹⁴Fifty-five percent of the agency directors returned their questionnaires.

since classified executives are more secure in their positions and probably less suspicious of questionnaires than political appointees. The lower response rate among unclassified executives could have been overcome by interviewing several unclassified executives who did not respond. However, recent research suggests that mailed questionnaires reveal representative responses in spite of partial returns from the universe.¹⁵

Of the 117 executives who did not return their questionnaires, twelve gave reasons for their unwillingness to participate in the study: retired, brief tenure in a state position, too busy, insufficient time, and illness. Three executives declined to participate because they did not consider themselves state employees. The chairman of a state board wrote

As I interpret the questions and the manner in which they are presented, my conclusion is that for me to complete the questionnaire would not reflect accurately the type of information you desire, as I am not an employee of the State of Louisiana. My employer is _____ Corporation for whom I work as _____ Manager of the company's . . . region.

Another executive wrote

The _____ is a [multi-member body] appointed by the Governor. It meets [a few] times a year, and there is no pay to members other than \$25.00 per diem. I am a professor of _____ at _____. I do not see how my trying to fill out the questionnaire [sic] will help you since I am not on any type of payroll of the state

¹⁵See E. C. McDonagh and A. L. Rosenblum, "A Comparison of Mailed Questionnaires and Subsequent Structured Interviews," Public Opinion Quarterly, XXIX (Spring, 1965), p. 136.

government. Your questionnaire [sic] looks very good to me. Sorry that I cannot help you, but the questions do not fit my position.

The chairman of another state board advised that his position did not enjoy "civil service status," and therefore his comments would serve no useful purpose to this research. When informed of the study's interest in the responses of unclassified personnel, he then suggested that his position was neither full-time, salaried, nor called "unclassified," although he admitted appointment by the Governor. One executive stated his objection to the questionnaire and his reason for not returning it as follows:

I am already finger-printed on the parish, state and federal levels. There undoubtedly exists, in the archives of both the Left and Right wings, a personal dozier [sic] on my body and soul awaiting the coming of the Revolution. And now, you solicit my tatoo. Mr. Pearson, anyone who would answer these questions, without at least one full page of qualifications, is indeed an eloquent testimonial to the great Barnum truth. Mr. Pearson, by your leave, I prefer to have my head 'shrunk' by a Bearded Shrinker.

In both the original and follow-up distributions the questionnaires were folded in envelopes containing a stamped, self-addressed return envelope, and a mimeographed cover letter explaining the purpose of the questionnaire.

Questionnaires were mailed to executives' agency addresses, obtained in most instances from the state's Roster of Officials.¹⁶ This source, however, did not yield addresses of all regional offices of the Department of Public

¹⁶Louisiana, Roster of Officials, 1967.

Education, Department of Public Welfare, and the Department of Employment Security. Addresses for field offices in the Department of Education were taken from the Louisiana School Directory,¹⁷ and addresses of the Department of Public Welfare's regional offices were obtained from The Public Welfare Directory.¹⁸ Agency addresses of executives in the Department of Employment Security were furnished by a personnel officer of that department.

¹⁷State Department of Education of Louisiana, Louisiana School Directory 1967-68, 1967.

¹⁸Malvin Morton (ed.), The Public Welfare Directory (Chicago: American Public Welfare Association), 1968.

APPENDIX B

COVER LETTERS AND QUESTIONNAIRE

LOUISIANA STATE UNIVERSITY
And Agricultural and Mechanical College
Baton Rouge · Louisiana · 70803
College of Arts and Sciences

Department of Government

October 24, 1968

The attached questionnaire is being distributed among upper-level Louisiana civil servants as a part of the research for my doctoral degree in government at Louisiana State University, Baton Rouge. These questions have two purposes: (1) to ascertain some social characteristics of state executives, that is, their age, sex, place of birth, formal education, and career background, and (2) to discover some of their attitudes toward state employment. A profile of state executives will emerge from the data collected by these questions.

Answers to these questions are strictly confidential and will be used for academic purposes only. You are assured of anonymity by detaching this page from the questionnaire before returning it. Please use the enclosed envelope to return the questionnaire at your earliest convenience.

While the questionnaire appears long and complicated at first glance, answering the questions actually goes very quickly, since in most instances you need only make a check mark or write a single word. Any comments or remarks in addition to those in response to the questions will be helpful, and the margins and backs of the pages of the questionnaire may be used for that purpose.

Your participation in this project will be greatly appreciated.

Sincerely yours,

William M. Pearson
Dissertation Fellow

WMP:

LOUISIANA STATE UNIVERSITY
And Agricultural and Mechanical College
Baton Rouge · Louisiana · 70803
College of Arts and Sciences

Department of Government

November 25, 1968

If you have not returned the first questionnaire mailed to you in connection with my dissertation research on Louisiana's top-level state government executives, I request that you do so as soon as possible. For your convenience, a second and identical questionnaire and stamped envelope are enclosed.

I invite you to remember that the object of this research is to study some characteristics of public executives, both in the classified and unclassified service--their education, career history, and attitudes toward the public service, for example. I believe that this study will increase our understanding of the types of persons who achieve high state positions. Since you are a member of this group, I would like to again solicit your participation in the study.

I wish to emphasize that the study seeks to obtain a collective profile of state executives and not to report the characteristics or views of individuals. Also, answers to these questions are strictly confidential, and you are assured of anonymity by detaching this page from the questionnaire before returning it to me in the enclosed envelope.

While the questionnaire appears long and complicated at first glance, to answer most questions you need only make a check mark or write a single word.

Thank you very much for your time and cooperation.

Sincerely yours,

William M. Pearson
Dissertation Fellow

WMP:

STUDY OF LOUISIANA EXECUTIVES
Department of Government
Louisiana State University, Baton Rouge

Strictly Confidential

-
1. What is your present age?.....
 2. At what age did you first enter the public service? _____
 3. What position-title do you now use in official correspondence? _____
 4. What is the title of your present position as shown on official position-classification or job-description records? _____
 5. At what age did you first assume your present position? _____
 6. At what age did you first enter the department or independent agency in which you are now employed?.....
 7. Your present position is within which one of the following group of offices.....Classified service []
Unclassified service[]
 8. With how many government departments, independent public agencies, business firms, or other private organizations have you been associated during your career, including your present organization? (For the period since 1947 consider the Army, Navy, Air Force, and Office of the Secretary of Defense as separate agencies.).....

	In	
	any	
	capacity	
		In a minor or major executive capacity
 - a) How many of these organizations were federal?.....
 - b) How many of these organizations were state?.....
 - c) How many of these organizations were governmental but non-federal and non-state? (Parish, municipal, international, public school, state university, etc.).....

d) How many of these organizations
were private?.....

9. What are the organizational levels between the top of
your agency and your organizational unit?

Official name of organization

Department or independent
agency.....

Intermediate unit(s).....

.....

Your present unit.....

10. Your present position is best characterized as.. Line[]
Staff[]

11. Your present unit is best characterized as.....Line[]
Staff[]

12. When you first entered the state classified or unclas-
sified service, did you enter through

Competitive examination and selection from
a register.....[]

Non-competitive examination procedure.....[]

Temporary or indefinite appointment not requiring
examination or political clearance.....[]

Appointment involving senatorial confirmation.....[]

Political appointment without senatorial
confirmation.....[]

Other procedures (please specify).....[]

13. Where do you consider that the bulk of your
governmental experience falls?

Research and development.....[]

Insurance, retirement, social security.....[]

Natural resources management or development.....[]

Economic or business regulation.....[]

Procurement, supply, manufacturing, maintenance,
etc., of material.....[]

Public safety (police and fire).....[]

Administrative staff services (personnel, legal,
public relations, budgeting, O & M, etc.).....[]

Military operations and training.....[]

Other (please specify).....[]

14. Did you, during the first five years of your working
career or thereabouts, receive substantial financial
aid (not less than \$10,000) from any of the following
sources:

	Yes	No
Inheritance.....	[]	[]
Relatives.....	[]	[]
Friends.....	[]	[]

15(a). After becoming self-supporting, what occupation did you engage in

Occupations	when you first became self- supporting	5 years later	10 years later	15 years later
Worker-unskilled or semiskilled (blue collar).....	[]	[]	[]	[]
Worker-skilled or mechanic (blue collar).....	[]	[]	[]	[]
Custodian, messenger, or guard.....	[]	[]	[]	[]
Policeman, fireman, or mailman.....	[]	[]	[]	[]
Inspector or investigator.....	[]	[]	[]	[]
Farmer				
farm worker or small tenant.....	[]	[]	[]	[]
farm tenant with paid help.....	[]	[]	[]	[]
farm owner without paid help.....	[]	[]	[]	[]
owner or manager with paid help.....	[]	[]	[]	[]
Clerical worker.....	[]	[]	[]	[]
Retail clerk or retail salesman.....	[]	[]	[]	[]
Salesman.....	[]	[]	[]	[]
Foreman.....	[]	[]	[]	[]
Other first-line supervisor.....	[]	[]	[]	[]
Junior or minor executive (middle management).....	[]	[]	[]	[]
Major executive.....	[]	[]	[]	[]
Owner small business (sales under \$50,000).....	[]	[]	[]	[]

15 (a). Continued.

Occupations	when you first became self- supporting	5 years later	10 years later	15 years later
Owner medium business (sales between \$50,000 and \$100,000).....	[]	[]	[]	[]
Owner large business (sales over \$100,000).....	[]	[]	[]	[]
Profession				
Engineer.....	[]	[]	[]	[]
Lawyer.....	[]	[]	[]	[]
Doctor (M.D.).....	[]	[]	[]	[]
Scientist.....	[]	[]	[]	[]
Minister.....	[]	[]	[]	[]
Professor.....	[]	[]	[]	[]
Public schoolteacher.....	[]	[]	[]	[]
Other (please specify).....	[]	[]	[]	[]
Formal training program.....	[]	[]	[]	[]
Uniformed military service.....	[]	[]	[]	[]
Other (please specify).....	[]	[]	[]	[]

15 (b). For each of the four time points above, please
indicate whether your occupation was in the

public service.....	Yes []	Yes []	Yes []	Yes []
	No []	No []	No []	No []

16(a). Principal occupations of others in your family (if deceased, please indicate previous occupation):

Occupations	Your father (when you became self- supporting)	Your father's father	Your mother's father	Your wife's (or husband's) father
Worker--unskilled or semiskilled (blue collar).....	[]	[]	[]	[]
Worker--skilled or mechanic (blue collar).....	[]	[]	[]	[]
Custodian, messenger, or guard.....	[]	[]	[]	[]
Policeman, fireman, or mailman.....	[]	[]	[]	[]
Inspector or investigator.....	[]	[]	[]	[]
Farmer				
farm worker or small tenant.....	[]	[]	[]	[]
farm tenant with paid help.....	[]	[]	[]	[]
farm owner without paid help.....	[]	[]	[]	[]
owner or manager with paid help.....	[]	[]	[]	[]
Clerical worker.....	[]	[]	[]	[]
Retail clerk or retail salesman.....	[]	[]	[]	[]
Salesman.....	[]	[]	[]	[]
Foreman.....	[]	[]	[]	[]
Other first-line supervisor.....	[]	[]	[]	[]
Junior or minor executive (middle management).....	[]	[]	[]	[]
Major executive.....	[]	[]	[]	[]

16(a). Continued.

Occupations	Your father (when you became self- supporting)	Your father's father	Your mother's father	Your wife's (or husband's) father
Owner small business (sales under \$50,000).....	[]	[]	[]	[]
Owner medium business (sales between \$50,000 and \$100,000).....	[]	[]	[]	[]
Owner large business (sales over \$100,000).....	[]	[]	[]	[]
Profession				
Engineer.....	[]	[]	[]	[]
Lawyer.....	[]	[]	[]	[]
Doctor (M.D.).....	[]	[]	[]	[]
Scientist.....	[]	[]	[]	[]
Minister.....	[]	[]	[]	[]
Professor.....	[]	[]	[]	[]
Public schoolteacher.....	[]	[]	[]	[]
Other (please specify).....	[]	[]	[]	[]
Uniformed military service.....	[]	[]	[]	[]
Other (please specify).....	[]	[]	[]	[]

16(b). For each member of your family, please
indicate whether the occupation was in
public service.....

Yes []	Yes []	Yes []	Yes []
No []	No []	No []	No []

17. If your father was in the public service, are you now connected with the same department or independent agency that he was?.....Yes[].....No[]

18. If your father was in the public service, he was primarily in which of the following:

	Appointive office	Elective office
State executive civilian service.....	[]	[]
State legislative service.....	[]	[]
State judicial service.....	[]	[]
Federal executive civilian service....	[]	[]
Federal legislative service.....	[]	[]
Federal judicial service.....	[]	[]
Municipal government.....	[]	[]
Parish (county), town, or township government.....	[]	[]
Public schools.....	[]	[]
State college or university.....	[]	[]
International civil service.....	[]	
Uniformed military service.....	[]	
Other (<u>please specify</u>).....	[]	[]

19. At what age did you first engage in any of the following types of work on a full-time basis as a regular employee (on your own and self-supporting)?

	Age on en- trance into any appointive office	Age on en- trance into any elective office
State executive civilian service.....	—	—
State legislative service...	—	—
State judicial service.....	—	—
Federal executive civilian service.....	—	—
Federal legislative service.	—	—
Federal judicial service....	—	—
Municipal government.....	—	—
Parish (county), town, or township government.....	—	—
Public schools.....	—	—
State college or university.	—	
International civil service.	—	
Uniformed military service..	—	
Business firm or other private organization.....	—	
Other (<u>please specify</u>).....	—	—

20. Are you entitled to veteran preference? No.....[]
 Yes, five point.....[]
 Yes, ten point.....[]

21. If you have had military service, how much of this service was as an officer?.....All.....[]
 More than half.....[]
 Less than half.....[]
 None.....[]

22. If you have had military service, how many years of active military duty have you had? _____

23. If you have had military service, with what service were you connected?
 Army.....[]
 Navy.....[]
 Air Force.....[]
 Other (please specify) _____[]

24. If you have had military service, what is the highest military rank you have ever held (whether on active duty or not)?

Enlisted man or noncommissioned officer.....[]
 Warrant Officer.....[]
 2d Lieutenant or Ensign.....[]
 1st Lieutenant or Lieutenant (j.g.).....[]
 Captain or Lieutenant.....[]
 Major or Lieutenant Commander.....[]
 Lieutenant Colonel or Commander.....[]
 Colonel or Captain.....[]
 Brigadier General, Rear Admiral (lower half) or Commodore.....[]
 Major General or Rear Admiral (upper half).....[]
 Lieutenant General or Vice Admiral.....[]
 General or Admiral.....[]
 General of the Army or Fleet Admiral.....[]

25. Extent of schooling of yourself and your father and mother (please check only the highest correct category) .

	Self	Father	Mother
Less than high school.....[][][][]
Some high school.....[][][][]
High school graduate.....[][][][]
Some college.....[][][][]
College graduate.....[][][][]
Postgraduate study.....[][][][]

26. If you attended college, will you please fill in the following:

Institutions attended	Major subject	Degree	Year received degree	Last year attended
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____

27. How much formal business training have you had?

None.....[]
 Correspondence courses, public school, or business
 college.....[]
 Commercial training in college or university.....[]

28. In addition to any business training, what other types
 of formal management training have you had?

None.....[]
 Full-time, in-service training course work
 totaling a month or more (including
 military courses with management, command,
 or administrative content).....[]
 General political science training in college
 or university.....[]
 Full-time university management training program.....[]
 Public administration training in college
 or university.....[]
 Other (please specify).....[]

29. Have you ever been a member of an employee
 association or union?.....Yes []
 No []

If so, for how many years? _____

30. Are you now a member of an employee association
 or union?.....Yes []
 No []

31. Place of birth

	Self	Wife or husband	Father	Father's father	Mother	Mother's father
La.....[]	[]	[]	[]	[]	[]	[]
U.S., other than La.	[]	[]	[]	[]	[]	[]
Non-	[]	[]	[]	[]	[]	[]
U.S..[]	[]	[]	[]	[]	[]	[]

32. Are you.....Male [].....Married []
 Female [].....Single []

33. What was the approximate population of your birthplace
 at the time of your birth?

Over 400,000 (or a suburb of a city this size).....[]
 100,000-400,000 (or a suburb of a city this size).....[]
 25,000-100,000.....[]
 2,500-25,000.....[]
 Rural or less than 2,500.....[]

34. (a) In what city, parish (county), and state was your first state civilian position located? _____
- (b) In what city and parish is your present state position located? _____
- (c) In what city and parish is your present legal residence? _____
35. Are you registered in any parish as a voter?.....Yes []
No []
If so, what is the parish? _____
36. If born in Louisiana, in which parish were you born? _____
37. (a) Did you find it possible to vote in any of the following presidential elections?
- | | Yes | No |
|-----------|-----|-----|
| 1952..... | [] | [] |
| 1956..... | [] | [] |
| 1960..... | [] | [] |
| 1964..... | [] | [] |
- (b) Did you find it possible to vote in any of the following Louisiana gubernatorial primary elections?
- | | Yes | No |
|-----------|-----|-----|
| 1951..... | [] | [] |
| 1955..... | [] | [] |
| 1959..... | [] | [] |
| 1963..... | [] | [] |
| 1967..... | [] | [] |
38. If you have succeeded the person to whom this questionnaire was originally addressed, please check.....[]
39. If you are no longer a state employee, please check..[]
40. What is your religious preference or membership?
- | | |
|--------------------------------------|-----|
| Roman Catholic..... | [] |
| Jewish..... | [] |
| Protestant..... | [] |
| Other (<u>please specify</u>)..... | [] |
| None..... | [] |
- If Protestant, what denomination? _____
41. What is your race?.....White.....[]
Negro.....[]
Other (please specify).....[]

42. At the right is a picture of a ladder. Suppose we say that at the top of the ladder is the very best, the absolutely ideal sort of occupation that you can imagine. At the bottom is the very worst sort of occupation. Where on this ladder would you put your present occupation, that is, what you are doing now? (PLEASE INDICATE BY PLACING THE LETTER "A" IN THE APPROPRIATE SPACE IN THE LADDER.)
43. Now think of what you were doing five years ago. Where on this ladder would you put what you were doing five years ago? (PLEASE INDICATE BY PLACING THE LETTER "B" IN THE APPROPRIATE SPACE IN THE LADDER.)
44. Think now of your occupational future. Where on the ladder do you expect to be five years from now? (PLEASE INDICATE BY PLACING THE LETTER "C" IN THE APPROPRIATE SPACE IN THE LADDER.)
45. Suppose you were doing what you are now doing, but you worked for private business. How much better or worse would that be? (PLEASE INDICATE BY PLACING THE LETTER "D" IN THE APPROPRIATE SPACE IN THE LADDER.)
46. Of all the experiences, influences, and events between the time you first became aware of state government and the time you first went to work for state government, which were particularly important in moving you in that direction (working for state government)? _____
47. How many years have you worked for state government? _____
48. What are the things you like about working for Louisiana state government? _____
49. What are the things you dislike about working for Louisiana state government? _____
50. Do you think that in employing people the state government should consider any factors other than education and experience?.....Yes[]...No[]. If you answered "yes," what factors should be considered? _____

51. Do you think state government employees should be allowed to hold other jobs at the same time?
Yes[].....No[]
52. If you had to advise a young person on a career, would you advise him to enter state government service?
Yes[].....No[]
53. Do you think that the election of a new Governor results in significant turnover among non-elective executives employed by Louisiana state government?...Yes[]...No[]
54. Regardless of presently approved procedures, what do you think would be the surest way for an ordinary citizen to go about getting a favorable decision from your agency?
-
55. No one is going to care much what happens to you when you get right down to it.....Agree[]..Disagree[]
56. A person should be forward and speak his mind in all situations.....Agree[]..Disagree[]
57. There is not much use for me to try to plan ahead because there is usually something that makes me change my plans.....Agree[]..Disagree[]
58. If you don't watch yourself, people will take advantage of you.....Agree[]..Disagree[]
59. I would say that the best thing is to be proper in behavior and not really loosen up in work situations.
Agree[]..Disagree[]
60. I seem to be the kind of person who has more good luck than bad luck.....Agree[]..Disagree[]
61. People are more inclined to look out for themselves than to help others.....Agree[]..Disagree[]
62. It is best not to let others see how you really feel about something.....Agree[]..Disagree[]
63. I would rather decide things when they come up than always try to plan ahead.....Agree[]..Disagree[]
64. Most people can be trusted.....Agree[]..Disagree[]

APPENDIX C

RESPONSES TO THE QUESTIONNAIRE^a

1. What is your present age?

<u>Age</u>	<u>Number</u>	<u>Percent</u>	<u>Age</u>	<u>Number</u>	<u>Percent</u>
27 or below	0	0.0	52	8	4.0
28	1	0.5	53	9	4.5
29	1	0.5	54	5	2.5
30	0	0.0	55	8	4.0
31	1	0.5	56	7	3.5
32	1	0.5	57	8	4.0
33	3	1.5	58	7	3.5
34	2	1.0	59	5	2.5
35	4	2.0	60	6	3.0
36	2	1.0	61	6	3.0
37	3	1.5	62	5	2.5
38	3	1.5	63	6	3.0
39	2	1.0	64	3	1.5
40	5	2.5	65	4	2.0
41	4	2.0	66	0	0.0
42	8	4.0	67	2	1.0
43	7	3.5	68	0	0.0
44	4	2.0	69	1	0.5
45	6	3.0	70	1	0.5
46	10	5.0	71 - 75	0	0.0
47	5	2.5	76	1	0.5
48	2	1.0	77 or above	0	0.0
49	12	6.0			
50	14	7.0	Unascertained	0	0.0
51	9	4.5			
			Total	201	100.5

^aPercentages through Appendix C are not rounded and may not total 100.

2. At what age did you first enter the public service?

Age	<u>Number</u>	<u>Percent</u>
16 or below	0	0.0
17	2	1.0
18	7	3.5
19	5	2.5
20	11	5.5
21	18	9.0
22	13	6.5
23	16	8.0
24	21	10.4
25	17	8.5
26	17	8.5
27	10	5.0
28	7	3.5
29	3	1.5
30	7	3.5
31	2	1.0
32	4	2.0
33	6	3.0
34	2	1.0
35	2	1.0
36	2	1.0
37	1	0.5
38	1	0.5
39	3	1.5
40	1	0.5
41	2	1.0
42	1	0.5
43	2	1.0
44	1	0.5
45	2	1.0
46	1	0.5
47	1	0.5
48	4	2.0
49	0	0.0
50	1	0.5
51	1	0.5
52	1	0.5
53	0	0.0
54	1	0.5
55	0	0.0
56	1	0.5
57 - 63	0	0.0
64	1	0.5
65 or above	0	0.0
Unascertained	<u>3</u>	<u>1.5</u>
Total	201	100.4

3. What position-title do you now use in official correspondence?

Position-titles	<u>Number</u>	<u>Percent</u>
Director, executive director, administrator, commissioner, chairman, chief, executive secretary, manager, state officer, or head of a department, agency, board, or commission.....	30	14.9
Assistant director, assistant administrator, assistant commissioner, assistant chief, assistant chairman, assistant executive secretary, assistant manager, assistant state officer, deputy, assistant to a director, or executive assistant of a department, agency, board, or commission.....	18	9.0
Director, administrator, chief, manager, chairman, executive secretary, state officer, or supervisor of a first level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	30	14.9
Assistant director, assistant administrator, assistant chief, assistant manager, assistant supervisor, assistant state officer, or executive assistant of a first level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	15	7.5
Director, administrator, chief, manager, or supervisor of a second level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	29	14.4

Position-titles	<u>Number</u>	<u>Percent</u>
Assistant director, assistant administrator, assistant chief, assistant manager, assistant supervisor, or executive assistant of a second level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	4	2.5
Director, administrator, chief, manager, or supervisor of a regional, district, area, field, or parish office.....	65	32.3
Director, administrator, chief, manager, or supervisor of a first level division of a regional, district, area, field, or parish office that reports to a director (or his equivalent) of a regional, district, area, field, or parish office.....	9	4.5
Unascertained	<u>1</u>	<u>0.5</u>
Total	201	100.5

4. What is the title of your present position as shown on official position-classification or job-description records?

Position-titles	<u>Number</u>	<u>Percent</u>
Director, executive director, administrator, commissioner, chairman, chief, executive secretary, manager, state officer, or head of a department, agency, board, or commission.....	31	15.4
Assistant director, assistant administrator, assistant commissioner, assistant chief, assistant chairman, assistant executive secretary, assistant manager, assistant state officer, deputy, assistant to a director, or executive assistant of a department, agency, board, or commission.....	18	9.0

Position-titles	<u>Number</u>	<u>Percent</u>
Director, administrator, chief, manager, chairman, executive secretary, state officer, or supervisor of a first level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	30	14.9
Assistant director, assistant administrator, assistant chief, assistant manager, assistant supervisor, assistant state officer, or executive assistant of a first level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	15	7.5
Director, administrator, chief, manager, or supervisor of a second level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	29	14.4
Assistant director, assistant administrator, assistant chief, assistant manager, assistant supervisor, or executive assistant of a second level division of the central office of a department, agency, board, or commission that reports to a director or assistant director (or their equivalent) of the central office.....	4	2.5
Director, administrator, chief, manager, or supervisor of a regional, district, area, field, or parish office.....	65	32.3

Position-titles	<u>Number</u>	<u>Percent</u>
Director, administrator, chief, manager, or supervisor of a first level division of a regional, district, area, field or parish office that reports to a director (or his equivalent) of a regional, district, area, field, or parish office.....	9	4.5
Unascertained	<u>0</u>	<u>0.0</u>
Total	201	100.5

5. At what age did you first assume your present position?

Age	<u>Number</u>	<u>Percent</u>
21 or below	0	0.0
22	1	0.5
23 - 25	0	0.0
26	2	1.0
27	1	0.5
28	1	0.5
29	1	0.5
30	4	2.0
31	5	2.5
32	4	2.0
33	12	6.0
34	3	1.5
35	7	3.5
36	8	4.0
37	6	3.0
38	8	4.0
39	11	5.5
40	12	6.0
41	9	4.5
42	7	3.5
43	4	2.0
44	11	5.5
45	8	4.0
46	9	4.5
47	6	3.0
48	6	3.0
49	5	2.5
50	4	2.0
51	4	2.0
52	7	3.5
53	4	2.0
54	6	3.0
55	5	2.5
56	4	2.0
57	3	1.5
58	3	1.5
59	2	1.0
60	2	1.0
61	0	0.0
62	2	1.0
63	0	0.0
64	2	1.0
65	0	0.0
66	1	0.5
67 or above	0	0.0
Unascertained	<u>1</u>	<u>0.5</u>
Total	201	100.5

6. At what age did you first enter the department or independent agency in which you are now employed?

Age	<u>Number</u>	<u>Percent</u>	Age	<u>Number</u>	<u>Percent</u>
17 or below	0	0.0	41	7	3.5
18	1	0.5	42	5	2.5
19	2	1.0	43	3	1.5
20	3	1.5	44	4	2.0
21	6	3.0	45	4	2.0
22	5	2.5	46	1	0.5
23	5	2.5	47	1	0.5
24	11	5.5	48	7	3.5
25	8	4.0	49	1	0.5
26	15	7.5	50	2	1.0
27	9	4.5	51	2	1.0
28	10	5.0	52	3	1.5
29	5	2.5	53	3	1.5
30	13	6.5	54	3	1.5
31	6	3.0	55	1	0.5
32	6	3.0	56	3	1.5
33	8	4.0	57	2	1.0
34	2	1.0	58	1	0.5
35	3	1.5	59	3	1.5
36	3	1.5	60	2	1.0
37	2	1.0	61	0	0.0
38	2	1.0	62	2	1.0
39	8	4.0	63	0	0.0
40	6	3.0	64	2	1.0
			65 or above	0	0.0
			Unascertained	<u>0</u>	<u>0.0</u>
Total			201	100.5	

7. Your present position is within which one of the following groups of offices?

	<u>Number</u>	<u>Percent</u>
Classified service	111	55.2
Unclassified service	90	44.8
Unascertained	<u>0</u>	<u>0.0</u>
Total	201	100.0

8. With how many government departments, independent public agencies, business firms, or other private organizations have you been associated during your career, including your present organization? (For the period since 1947 consider the Army, Navy, Air Force, and Office of the Secretary of Defense as separate agencies.)

Number of organizations associated with	In any capacity		In a minor or major executive capacity	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0	0	0.0	0	0.0
1	21	10.4	68	33.8
2	45	22.4	51	25.4
3	37	18.4	25	12.4
4	35	17.4	21	10.4
5	26	12.9	9	4.5
6	7	3.5	3	1.5
7	8	4.0	5	2.5
8 or more	10	5.0	6	3.0
Unascertained	<u>12</u>	<u>6.0</u>	<u>13</u>	<u>6.5</u>
Total	201	100.0	201	100.0

- a) How many of these organizations were federal?

Number of federal organizations associated with	In any capacity		In a minor or major executive capacity	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0	99	49.3	136	67.7
1	68	33.8	41	20.4
2	17	8.5	6	3.0
3	3	1.5	1	0.5
4	3	1.5	3	1.5
5	1	0.5	2	1.0
6	1	0.5	0	0.0
7	1	0.5	1	0.5
8 or more	0	0.0	0	0.0
Unascertained	<u>8</u>	<u>4.0</u>	<u>11</u>	<u>5.5</u>
Total	201	100.1	201	100.1

b) How many of these organizations were state?

Number of state organizations associated with	In any capacity		In a minor or major executive capacity	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0	0	0.0	0	0.0
1	114	56.7	137	68.2
2	52	25.9	37	18.4
3	16	8.0	8	4.0
4	6	3.0	5	2.5
5	1	0.5	0	0.0
6	1	0.5	0	0.0
7	0	0.0	0	0.0
8 or more	1	0.5	1	0.5
Unascertained	<u>10</u>	<u>5.0</u>	<u>13</u>	<u>6.5</u>
Total	201	100.1	201	100.1

c) How many of these organizations were governmental but non-federal and non-state? (Parish, municipal, international, public school, state university, etc.)

Number of non-federal and non-state govern- mental organizations associated with	In any capacity		In a minor or major executive capacity	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0	128	63.7	149	74.1
1	45	22.4	31	15.4
2	12	6.0	7	3.5
3	4	2.0	1	0.5
4	1	0.5	0	0.0
5	0	0.0	0	0.0
6	0	0.0	0	0.0
7	0	0.0	0	0.0
8 or more	0	0.0	0	0.0
Unascertained	<u>11</u>	<u>5.5</u>	<u>13</u>	<u>6.5</u>
Total	201	100.1	201	100.1

d) How many of these organizations were private?

Number of private organizations associated with	In any capacity		In a minor or major executive capacity	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0	108	53.7	133	66.2
1	33	16.4	24	11.9
2	25	12.4	19	9.5
3	16	8.0	8	4.0
4	4	2.0	1	0.5
5	4	2.0	2	1.0
6	1	0.5	1	0.5
7	0	0.0	0	0.0
8 or more	0	0.0	0	0.0
Unascertained	<u>10</u>	<u>5.0</u>	<u>13</u>	<u>6.5</u>
Total	201	100.0	201	100.1

9. What are the organizational levels between the top of your agency and your organizational unit?

Official Name of Organization (department or agency)

	<u>Number</u>	<u>Percent</u>
Education		
Education, Department of Public	45	22.4
Higher Education Assistance Commission	1	0.5
Insurance, Retirement, and Social Security		
Insurance, Office of the Commissioner of	2	1.0
Insurance Rating Commission, Louisiana (includes Casualty and Surety, Fire, and Marine and Inland Marine Divisions)	4	2.0
Employment Security, Department of	26	12.9
Natural Resource Management & Development		
Agriculture, Louisiana Department of	1	0.5
Conservation, Department of	5	2.5
Forestry Commission	2	1.0
Mineral Board, State	2	1.0
Parks and Recreation Commission, State	2	1.0
Soil and Water Conservation Committee, State	1	0.5
Wild Life and Fisheries Commission	7	3.5

Official Name of Organization (department or agency)

	<u>Number</u>	<u>Percent</u>
Business Regulation and Economic Affairs		
Banking Department, State (includes the Securities Commission)	1	0.5
Bond and Building Commission	1	0.5
Commerce and Industry, Department of	2	1.0
Land Office, Register of State	1	0.5
Liquefied Petroleum Gas Commission	2	1.0
Milk Commission	1	0.5
Public Service Commission	2	1.0
Tourist Development Commission, Louisiana	2	1.0
Procurement, Supply, Maintenance of Material		
Highways, Department of	3	1.5
Public Safety		
Civil Defense Agency, State	1	0.5
Nuclear Energy, Board on	1	0.5
Public Safety, Department of	1	0.5
Administrative Staff Services		
Administration, Division of (includes the Surplus Property Agency)	6	3.0
Attorney General, Office of the	2	1.0
Civil Service, Louisiana Department of	4	2.0
Governor, Office of the	1	0.5
Municipal Fire and Police Civil Service Examiner	1	0.5
Revenue, Department of	1	0.5
Secretary of State, Office of the	1	0.5
Treasurer, Office of the	1	0.5
Health and Hospitals		
Health, Board of	1	0.5
Hospitals, Department of	17	8.4
Institutions, Department of	2	1.0
Office of Economic Opportunity	1	0.5
Veterans Affairs, Department of	2	1.0
Public Welfare		
Public Welfare, Department of	45	22.4
Unascertained	<u>0</u>	<u>0.0</u>
Total	201	100.1

10. Your present position is best characterized as

	<u>Number</u>	<u>Percent</u>
Line	73	36.3
Staff	117	58.2
Both line and staff	2	1.0
Unascertained	<u>9</u>	<u>4.5</u>
Total	201	100.0

11. Your present unit is best characterized as

	<u>Number</u>	<u>Percent</u>
Line	74	36.3
Staff	101	50.2
Both line and staff	2	1.0
Unascertained	<u>24</u>	<u>11.9</u>
Total	201	99.4

12. When you first entered the state classified or unclassified service, did you enter through

	<u>Number</u>	<u>Percent</u>
Competitive examination and selection from a register	82	40.8
Non-competitive examination procedure	26	12.9
Temporary or indefinite appointment not requiring examination or political clearance	45	22.4
Appointment involving senatorial confirmation	6	3.0
Political appointment without senatorial confirmation	32	15.9
Other procedures	1	0.5
Unascertained	<u>9</u>	<u>4.5</u>
Total	201	100.0

13. Where do you consider that the bulk of your governmental experience falls?

	<u>Number</u>	<u>Percent</u>
Research and development	8	4.0
Insurance, retirement, and social security	49	24.4
Natural resources management or development	20	10.0
Economic or business regulation	5	2.5
Procurement, supply, manufacturing, maintenance, etc., of material	3	1.5
Public safety (police and fire)	4	2.0
Administrative staff services (personnel, legal, public relations, budgeting, O & M, etc.)	105	52.2
Military operations and training	2	1.0
Other	0	0.0
Unascertained	<u>5</u>	<u>2.5</u>
Total	201	100.1

14. Did you, during the first five years of your working career or thereabouts, receive substantial financial aid (not less than \$10,000) from any of the following sources:

	Yes		No		Unascertained		Total	
	<u>Num- ber</u>	<u>Per- cent</u>	<u>Num- ber</u>	<u>Per- cent</u>	<u>Num- ber</u>	<u>Per- cent</u>	<u>Num- ber</u>	<u>Per- cent</u>
Inheritance	1	0.5	198	98.5	2	1.0	201	100.0
Relatives	4	2.0	196	97.5	1	0.5	201	100.0
Friends	0	0.0	199	99.0	2	1.0	201	100.0

15. (a) After becoming self-supporting, what occupation did you engage in

Occupations	When you first be- came self- supporting		5 years later		10 years later		15 years later	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
Worker--unskilled or semiskilled (blue collar)	10	5.0	2	1.0	2	1.0	2	1.0
Worker--skilled or mechanic (blue collar)	8	4.0	6	3.0	4	2.0	1	0.5
Custodian, messenger, or guard	1	0.5	0	0.0	0	0.0	0	0.0
Policeman, fireman, or mailman	1	0.5	1	0.5	1	0.5	1	0.5
Inspector or investigator	4	2.0	3	1.5	3	1.5	1	0.5
Farm worker or small tenant	1	0.5	0	0.0	0	0.0	0	0.0
Farm tenant with paid help	0	0.0	0	0.0	0	0.0	0	0.0
Farm owner without paid help	0	0.0	0	0.0	0	0.0	0	0.0
Farm owner or manager with paid help	4	2.0	3	1.5	1	0.5	1	0.5
Clerical worker	25	12.4	8	4.0	4	2.0	1	0.5
Retail clerk or retail salesman	4	2.0	2	1.0	0	0.0	0	0.0
Salesman	5	2.5	7	3.5	3	1.5	2	1.0
Foreman	1	0.5	2	1.0	1	0.5	1	0.5
Other first-line supervisor	6	3.0	16	8.0	11	5.5	6	3.0
Junior or minor executive	8	4.0	28	13.9	33	16.4	25	12.4
Major executive	1	0.5	6	3.0	30	14.9	58	28.9
Owner small business (sales under \$50,000)	1	0.5	1	0.5	4	2.0	1	0.5
Owner medium business (sales \$50,000-\$100,000)	1	0.5	2	1.0	1	0.5	3	1.5
Owner large business (sales over \$100,000)	0	0.0	3	1.5	3	1.5	2	1.0

Occupations	When you first became self-supporting		5 years later		10 years later		15 years later	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Engineer	7	3.5	8	4.0	8	4.0	6	3.0
Lawyer	2	1.0	2	1.0	0	0.0	0	0.0
Doctor (M.D.)	2	1.0	3	1.5	3	1.5	3	1.5
Scientist	5	2.5	3	1.5	3	1.5	3	1.5
Minister	0	0.0	0	0.0	0	0.0	0	0.0
Professor	1	0.5	2	1.0	4	2.0	6	3.0
Public schoolteacher	43	21.4	21	10.4	11	5.5	9	4.5
Social worker	30	14.9	33	16.4	33	16.4	30	14.9
Other profession	1	0.5	3	1.5	1	0.5	0	0.0
Formal training program	4	2.0	2	1.0	2	1.0	0	0.0
Uniformed military service	16	8.0	11	5.5	5	2.5	2	1.0
Other occupation	4	2.0	6	3.0	8	4.0	4	2.0
Unascertained	<u>5</u>	<u>2.5</u>	<u>17</u>	<u>8.5</u>	<u>22</u>	<u>10.9</u>	<u>33</u>	<u>16.4</u>
Total	201	100.2	201	100.2	201	100.1	201	100.2

15. (b) For each of the four time points above, please indicate whether your occupation was in the public service.

Yes	143	71.1	140	69.7	145	72.1	148	73.6
No	51	25.4	44	21.9	35	17.4	25	12.4
Unascertained	<u>7</u>	<u>3.5</u>	<u>17</u>	<u>8.5</u>	<u>21</u>	<u>10.5</u>	<u>28</u>	<u>13.9</u>
Total	201	100.0	201	100.1	201	100.0	201	99.9

16. (a) Principal occupations of others in your family (if deceased, please indicate previous occupation):

Occupations	Your father (when you became self-supporting)		Your father's father		Your mother's father		Your wife's (or husband's) father	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
Worker--unskilled or semi-skilled (blue collar)	9	4.5	7	3.5	6	3.0	7	3.5
Worker--skilled or mechanic (blue collar)	22	10.9	10	5.0	19	9.5	21	10.4
Custodian, messenger, or guard	0	0.0	0	0.0	2	1.0	0	0.0
Policeman, fireman, or mailman	1	0.5	3	1.5	2	1.0	2	1.0
Inspector or investigator	1	0.5	1	0.5	0	0.0	4	2.0
Farm worker or small tenant	4	2.0	9	4.5	9	4.5	3	1.5
Farm tenant with paid help	4	2.0	7	3.5	8	4.0	1	0.5
Farm owner without paid help	13	6.5	33	16.4	37	18.4	14	7.0
Farm owner or manager with paid help	27	13.4	44	21.9	38	18.9	21	10.4
Clerical worker	4	2.0	1	0.5	1	0.5	3	1.5
Retail clerk or retail salesman	4	2.0	1	0.5	1	0.5	2	1.0
Salesman	10	5.0	2	1.0	2	1.0	7	3.5
Foreman	7	3.5	3	1.5	2	1.0	8	4.0
Other first-line supervisor	2	1.0	1	0.5	1	0.5	0	0.0
Junior or minor executive	10	5.0	0	0.0	0	0.0	4	2.0
Major executive	4	2.0	1	0.5	2	1.0	4	2.0
Owner small business (sales under \$50,000)	24	11.9	19	9.5	13	6.5	17	8.5
Owner medium business (sales \$50,000-\$100,000)	11	5.5	4	2.0	7	3.5	11	5.5
Owner large business (sales over \$100,000)	2	1.0	3	1.5	1	0.5	2	1.0

Occupations	Your father (when you became self-supporting)		Your father's father		Your mother's father		Your wife's (or husband's) father	
	No.	Percent	No.	Percent	No.	Percent	No.	Percent
Engineer	0	0.0	2	1.0	3	1.5	5	2.5
Lawyer	2	1.0	0	0.0	1	0.5	3	1.5
Doctor (M.D.)	8	4.0	8	4.0	4	2.0	8	4.0
Scientist	1	0.5	0	0.0	0	0.0	0	0.0
Minister	6	3.0	4	2.0	2	1.0	1	0.5
Professor	4	2.0	1	0.5	1	0.5	1	0.5
Public schoolteacher	3	1.5	1	0.5	2	1.0	11	5.5
Social worker	0	0.0	0	0.0	0	0.0	0	0.0
Other profession	1	0.5	1	0.5	0	0.0	1	0.5
Uniformed military service	0	0.0	0	0.0	1	0.5	1	0.5
Other occupation	2	1.0	1	0.5	0	0.0	2	1.0
Unascertained	<u>15</u>	<u>7.5</u>	<u>34</u>	<u>16.9</u>	<u>36</u>	<u>17.9</u>	<u>37</u>	<u>18.4</u>
Total	201	100.2	201	100.2	201	100.2	201	100.2

16. (b) For each member of your family, please indicate whether the occupation was in the public service.

Yes	28	13.9	16	8.0	12	6.0	27	13.4
No	156	77.6	155	77.1	156	77.6	134	66.7
Unascertained	<u>17</u>	<u>8.5</u>	<u>30</u>	<u>14.9</u>	<u>33</u>	<u>16.4</u>	<u>40</u>	<u>19.9</u>
Total	201	100.0	201	100.0	201	100.0	201	100.0

17. If your father was in the public service, are you now connected with the same department or independent agency that he was?

	<u>Number</u>	<u>Percent</u>
Yes	2	1.0
No	79	39.3
Unascertained	<u>120</u>	<u>59.7</u>
Total	201	100.0

18. If your father was in the public service, he was primarily in which of the following:

	<u>Number</u>	<u>Percent</u>
State executive civilian service	1	0.5
State legislative service	3	1.5
State judicial service	1	0.5
Federal executive civilian service	7	3.5
Federal legislative service	0	0.0
Federal judicial service	0	0.0
Municipal government	2	1.0
Parish (county) government, town, or township government	10	5.0
Public schools	6	3.0
State college or university	3	1.5
International civil service	1	0.5
Uniformed military service	1	0.5
Other	0	0.0
Unascertained	<u>166</u>	<u>82.6</u>
Total	201	100.1

	<u>Number</u>	<u>Percent</u>
Appointive office	23	11.4
Elective office	12	6.0
Unascertained	<u>166</u>	<u>82.6</u>
Total	201	100.0

19. At what age did you first engage in any of the following types of work on a full-time basis as a regular employee (on your own and self-supporting)?

State executive civilian service	Parish (county), town, or township government
State legislative service	Public schools
State judicial service	State college or university
Federal executive civilian service	International civil service
Federal legislative service	Uniformed military service
Federal judicial service	Business firm or other private organization
Municipal government	Other

Lowest Age Recorded

	State executive civilian service		State legislative service		Federal executive civilian service		Municipal government		Parish, town, or township govern- ment		Public schools		State college or university		Uniformed mili- tary service		Business firm or other private organization	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
16 or below	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
17	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0	1	0.5	2	1.0
18	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0	3	1.5	0	0.0	8	4.0	1	0.5
19	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	4	2.0	0	0.0	0	0.0	3	1.5
20	2	1.0	0	0.0	2	1.0	1	0.5	0	0.0	3	1.5	0	0.0	5	2.5	2	1.0
21	4	2.0	0	0.0	1	0.5	0	0.0	0	0.0	10	5.0	2	1.0	3	1.5	3	1.5
22	3	1.5	0	0.0	0	0.0	0	0.0	0	0.0	6	3.0	0	0.0	1	0.5	1	0.5
23	3	1.5	0	0.0	1	0.5	0	0.0	0	0.0	2	1.0	0	0.0	2	1.0	0	0.0

24	6	No.	State execu-
25	5	%	tive civilian
26	11		service
27	3	No.	State legis-
28	7	%	lative service
29	0		
30	5	No.	Federal
31	0	%	executive
32	0		civilian
33	1		service
34	0	No.	Municipal
35	0	%	government
36	0		
37	2	No.	Parish, town,
38	2	%	or township
39	3		government
40	0	No.	Public
41	1	%	schools
42	2		
43	0	No.	State college
44	1	%	or university
45	1	No.	Uniformed
46	1	%	military
			service
		No.	Business firm or
		%	other private
			organization

	State executive-civilian service		State legislative service		Federal executive-civilian service		Municipal government		Parish, town, or township government		Public schools		State college or university		Uniformed military service		Business firm or other private organization	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
47	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
48	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
49-51	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
52	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
53	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
54	1	0.5	1	0.5*	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
55-56	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
57	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
58-63	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
64	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
65 or above	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>
	68	34.0	2	1.0	7	3.5	2	1.0	4	2.0	44	22.0	5	2.5	24	12.0	13	6.5

	<u>Number</u>	<u>Percent</u>
*Indicates elective office	3	1.5
appointive office	166	83.0
Unascertained	<u>32</u>	<u>16.0</u>
Total	201	100.5

Second Lowest Age Recorded

	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
17 or below	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
18	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
19-20	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
21	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0
22	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	2	1.0	0	0.0	0	0.0
23	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
24	2	1.0	0	0.0	2	1.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5
25	2	1.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0	1	0.5	0	0.0
26	1	0.5	0	0.0	1	0.5	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0
27	1	0.5	0	0.0	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
28	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
29	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
30	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0
31	2	1.0	0	0.0	0	0.0	1	0.5	0	0.0	1	0.5	0	0.0	0	0.0
32	1	0.5	0	0.0	0	0.0	1	0.5*	0	0.0	0	0.0	0	0.0	0	0.0
33	2	1.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0
34	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
35	2	1.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0
36-37	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
38	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
39	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
40	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0

	State executive civilian service		State legislative service		Federal executive civilian service		Municipal government		Parish, town, or township government		Public schools		State college or university		Uniformed military service		Business firm or other private organization	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
41	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
42	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
43	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
44	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
45-46	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
47	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
48	0	0.0	0	0.0	0	0.0	1	0.5*	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
49	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0
50	1	0.5	1	0.5*	0	0.0	0	0.0	0	0.0	0	0.0	2	1.0	0	0.0	0	0.0
51	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
52	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
53-55	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
56	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
57	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
58-61	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
62	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
63 or above	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>	<u>0</u>	<u>0.0</u>
	29	14.5	1	0.5	7	3.5	3	1.5	2	1.0	6	3.0	9	4.5	4	2.0	9	4.5

*Indicates	elective office	3	1.5
	appointive office	67	33.5
	Unascertained	<u>131</u>	<u>65.2</u>
	Total	201	100.2

Third Lowest Age Recorded

Third Lowest Age Recorded																
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%

		Fourth Lowest Age Recorded																		
		State executive- civilian service		State legis- lative service		Federal executive civilian service		Municipal government		Parish, town or township government		Public schools		State college or university		Uniformed military service		Business firm or other private organization		
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
30 or below	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
31	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
32	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
33	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
34-38	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
39	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5
40	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
41	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0	0	0.0
42-47	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
48	0	0.0	0	0.0	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
49-53	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
54	1	0.5	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
55	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.5*	0	0.0	0	0.0	0	0.0	0	0.0
56 or above	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
	3	1.5	0	0.0	1	0.5	0	0.0	0	0.0	1	0.5	1	0.5	0	0.0	1	0.5		

	<u>Number</u>	<u>Percent</u>
*Indicates elective office	1	0.5
appointive office	6	3.0
Unascertained	<u>194</u>	<u>96.5</u>
Total	201	100.0

20. Are you entitled to veteran preference?

	<u>Number</u>	<u>Percent</u>
No	92	45.8
Yes, five point	87	43.3
Yes, ten point	12	6.0
Unascertained	<u>10</u>	<u>5.0</u>
Total	201	100.1

21. If you have had military service, how much of this service was as an officer?

	<u>Number</u>	<u>Percent</u>
All	20	10.0
More than half	20	10.0
Less than half	4	2.0
None	67	33.3
Unascertained	<u>90</u>	<u>44.8</u>
Total	201	100.1

22. If you have had military service, how many years of active military duty have you had?

	<u>Number</u>	<u>Percent</u>
Less than 1	3	1.5
1 - 4	83	41.3
5 - 8	17	8.5
9 - 12	2	1.0
13 - 16	0	0.0
17 - 20	0	0.0
21 or more	2	1.0
Unascertained	<u>94</u>	<u>46.8</u>
Total	201	100.1

23. If you have had military service, with what service were you connected?

	<u>Number</u>	<u>Percent</u>
Army	55	27.4
Navy	28	13.9
Air Force	18	9.0
Other	6	3.0
Unascertained	<u>94</u>	<u>46.8</u>
Total	201	100.1

24. If you have had military service, what is the highest military rank you have ever held (whether on active duty or not)?

	<u>Number</u>	<u>Percent</u>
Enlisted man or noncommissioned officer	63	31.3
Warrant Officer	2	1.0
2d Lieutenant or Ensign; 1st Lieutenant or Lieutenant (j.g.); Captain or Lieutenant; Major or Lieutenant Commander	31	15.4
Lieutenant Colonel or Commander; Colonel or Captain	11	5.5
Brigadier General, Rear Admiral (lower half) or Commodore; Major General or Rear Admiral (upper half); Lieutenant General or Vice Admiral; General or Admiral; General of the Army or Fleet Admiral	0	0.0
Unascertained	<u>94</u>	<u>46.8</u>
Total	201	100.0

25. Extent of schooling of yourself and your father or mother (please check only the highest correct category).

	<u>Self</u>		<u>Father</u>		<u>Mother</u>	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
Less than high school	1	0.5	60	29.9	42	20.9
Some high school	0	0.0	38	18.9	35	17.4
High school graduate	9	4.5	26	12.9	54	26.9
Some college	32	15.9	37	18.4	37	18.4
College graduate	30	14.9	12	6.0	15	7.5
Postgraduate study	126	62.7	17	8.5	4	2.0
Unascertained	<u>3</u>	<u>1.5</u>	<u>11</u>	<u>5.5</u>	<u>14</u>	<u>7.0</u>
Total	201	100.0	201	100.1	201	100.1

26. If you attended college, will you please [give] the following:

(a) Institutions attended

	First four-year (or more) degree		Highest degree above first degree obtained	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Alabama, University of	1	0.5	0	0.0
Arkansas State College	1	0.5	0	0.0
Baylor University	0	0.0	1	0.5
Benjamin Franklin University	1	0.5	0	0.0
Centenary	2	1.0	0	0.0
Chicago, University of	0	0.0	1	0.5
Colorado State, Greeley	1	0.5	0	0.0
Florida State University	1	0.5	0	0.0
George Peabody College of Teachers	0	0.0	1	0.5
Harding	1	0.5	0	0.0
Iowa State College	1	0.5	0	0.0
Kentucky, University of	1	0.5	0	0.0
Louisiana College	7	3.5	0	0.0
Louisiana Polytechnic Institute	11	5.5	0	0.0
Louisiana State University, Baton Rouge	59	29.5	49	24.5
Loyola University, New Orleans	1	0.5	0	0.0
Mercer University	1	0.5	0	0.0
Michigan, University of	0	0.0	1	0.5
Millsaps	1	0.5	0	0.0
Minnesota, University of	0	0.0	1	0.5
Missouri, University of	2	1.0	1	0.5
Nebraska, University of	1	0.5	0	0.0
Newcomb	3	1.5	0	0.0
New York, City University of	1	0.5	0	0.0
New York, State University of	0	0.0	1	0.5
North Carolina, University of	1	0.5	1	0.5
Northeast Louisiana State	2	1.0	0	0.0
Northwestern State, Louisiana	9	4.5	1	0.5
Northwestern University	0	0.0	1	0.5
Ohio State University	1	0.5	1	0.5
Oklahoma, University of	1	0.5	0	0.0
Purdue University	1	0.5	0	0.0
Southeastern Louisiana College	5	2.5	0	0.0
Southern Mississippi, University of	0	0.0	1	0.5
Southern University, Baton Rouge	1	0.5	0	0.0
Southwestern Louisiana, University of	20	10.0	0	0.0

	First four-year (or more) degree		Highest degree above first degree obtained	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Stephen F. Austin State	0	0.0	2	1.0
Texas A&M University	1	0.5	1	0.5
Texas Southern University	0	0.0	1	0.5
Texas Women's University	1	0.5	0	0.0
Tulane University	7	3.5	15	7.5
Other college or university	3	1.5	0	0.0
Unascertained	<u>51</u>	<u>25.5</u>	<u>121</u>	<u>60.5</u>
Total	201	100.5	201	100.5

(b) Major subject	First four-year (or more) degree		Highest degree above first degree obtained	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Humanities				
Classical studies	0	0.0	0	0.0
English	5	2.5	0	0.0
Fine arts	0	0.0	0	0.0
History	8	4.0	0	0.0
Journalism	3	1.5	0	0.0
Language	2	1.0	0	0.0
Literature	0	0.0	0	0.0
Music	1	0.5	1	0.5
Philosophy	0	0.0	0	0.0
Other humanities	1	0.5	1	0.5
Behavioral sciences				
Anthropology	0	0.0	0	0.0
Economics	3	1.5	0	0.0
Political science	4	2.0	1	0.5
Psychology	6	3.0	2	1.0
Sociology	11	5.5	0	0.0
Social work	4	2.0	31	15.4
Other behavioral sciences	6	3.0	0	0.0
Physical sciences				
Astronomy	0	0.0	0	0.0
Biochemistry	0	0.0	0	0.0
Chemistry	3	1.5	1	0.5
Geology	0	0.0	0	0.0
Geography	0	0.0	1	0.5
Mathematics	2	1.0	0	0.0
Physics	0	0.0	1	0.5
Other physical sciences	2	1.0	0	0.0
Biological sciences				
Biology	4	2.0	0	0.0
Botany	0	0.0	0	0.0
Physiology	0	0.0	1	0.5
Zoology	5	2.5	1	0.5
Other biological sciences	0	0.0	0	0.0

	First four-year (or more) degree		Highest degree above first degree obtained	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Applied fields				
Agriculture	23	11.4	11	5.5
Education	23	11.4	23	11.5
Business administration	20	10.0	1	0.5
Public administration	0	0.0	0	0.0
Engineering	5	2.5	0	0.0
Law	5	2.5	2	1.0
Medicine	2	1.0	2	1.0
Ministry	0	0.0	0	0.0
Other professional fields	0	0.0	0	0.0
Other major subjects	0	0.0	0	0.0
Unascertained	<u>53</u>	<u>26.4</u>	<u>121</u>	<u>60.2</u>
Total	201	100.2	201	100.1

(c) Degree

Kind of first four-year (or more) degree received			Kind of highest degree above first degree obtained received		
	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>
B.S.	75	37.3	M.S.	13	6.5
B.A.	67	33.2	M.A.	15	7.5
B.B.A.	1	0.5	M.B.A.	2	1.0
B.Ed.	1	0.5	M.Ed.	10	5.0
L.L.B.	3	1.5	M.P.A.	0	0.0
M.D.	2	1.0	M.S.W.	27	13.4
Other	2	1.0	M.M.	1	0.5
			Ph.D.	6	3.0
Unascertained	<u>50</u>	<u>24.9</u>	L.L.B	2	1.0
			M.D.	1	0.5
Total	201	99.9	Other	2	1.0
			Unascertained	<u>122</u>	<u>60.7</u>
			Total	201	100.1

(d) Year received degree and last year attended^a

Number of years	Since first four- year (or more) degree was received		Since highest degree above first degree obtained was received		Since last attended college or university	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
0	0	0.0	1	0.5	3	1.5
1	0	0.0	1	0.5	1	0.5
2	0	0.0	1	0.5	4	2.0
3	0	0.0	2	1.0	6	3.0
4	1	0.5	2	1.0	6	3.0
5	0	0.0	6	3.0	5	2.5
6	1	0.5	4	2.0	7	3.5
7	4	2.0	5	2.5	10	5.0
8	0	0.0	2	1.0	5	2.5
9	2	1.0	5	2.5	3	1.5
10	4	2.0	1	0.5	3	1.5
11	2	1.0	3	1.5	3	1.5
12	2	1.0	5	2.5	7	3.5
13	4	2.0	2	1.0	3	1.5
14	2	1.0	2	1.0	4	2.0
15	1	0.5	5	2.5	7	3.5
16	3	1.5	6	3.0	7	3.5
17	6	3.0	2	1.0	7	3.5
18	6	3.0	1	0.5	5	2.5
19	12	6.0	2	1.0	8	4.0
20	7	3.5	4	2.0	3	1.5
21	5	2.5	2	1.0	3	1.5
22	2	1.0	0	0.0	1	0.5
23	0	0.0	0	0.0	0	0.0
24	4	2.0	0	0.0	1	0.5

^aThe number of years since degrees were received and the number of years since last attended college were recorded rather than the actual date of degree or date of last attendance.

Number of years	Since first four- year (or more) degree was received		Since highest degree above first degree obtained was received		Since last attended college or university	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
25	6	3.0	0	0.0	3	1.5
26	3	1.5	1	0.5	5	2.5
27	7	3.5	3	1.5	10	5.7
28	5	2.5	0	0.0	8	4.0
29	3	1.5	2	1.0	5	2.5
30	11	5.5	2	1.0	6	3.0
31	4	2.0	2	1.0	3	1.5
32	4	2.0	3	1.5	6	3.0
33	7	3.5	1	0.5	4	2.0
34	3	1.5	1	0.5	2	1.0
35	2	1.0	0	0.0	2	1.0
36	4	2.0	0	0.0	2	1.0
37	7	3.5	0	0.0	0	0.0
38	1	0.5	0	0.0	1	0.5
39	4	2.0	0	0.0	0	0.0
40	4	2.0	0	0.0	1	0.5
41	3	1.5	0	0.0	1	0.5
42	0	0.0	0	0.0	1	0.5
43	0	0.0	0	0.0	1	0.5
44	3	1.5	0	0.0	1	0.5
45 or more	0	0.0	0	0.0	0	0.0
Unascertained	<u>52</u>	<u>25.9</u>	<u>122</u>	<u>60.7</u>	<u>27</u>	<u>13.4</u>
Total	201	100.4	201	100.2	201	100.1

27. How much formal business training have you had?

	<u>Number</u>	<u>Percent</u>
None	95	47.3
Correspondence courses, public school, or business college	29	14.4
Commercial training in college or university	47	23.4
Both correspondence courses, public school, or business college <u>and</u> commercial training in college or university	7	3.5
Unascertained	<u>23</u>	<u>11.4</u>
Total	201	100.0

28. In addition to any business training, what other types of formal management training have you had?

	<u>Number</u>	<u>Percent</u>
None	42	20.9
Full-time, in-service training course work totaling a month or more (including military courses with management, command, or administra- tive content)	55	27.4
General political science training in college or university	18	9.0
Full-time university management training program	7	3.5
Public administration training in college or university	26	12.9
Other training	4	2.0
Full-time, in-service training course work totaling a month or more (including military courses with management, command, or administrative content) <u>and</u> general political science training in college or university	12	6.0
Full-time, in-service training course work totaling a month or more (including military courses with manage- ment, command, or administrative content) <u>and</u> public administration training in college or university	9	4.5
Other combinations of types of training	0	0.0
Unascertained	<u>28</u>	<u>13.9</u>
Total	201	100.1

29. Have you ever been a member of an employee association or union?

	<u>Number</u>	<u>Percent</u>
Yes	100	49.8
No	97	48.3
Unascertained	<u>4</u>	<u>2.0</u>
Total	201	100.1

If so, for how many years?

	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>
1	12	6.0	22	3	1.5
2	9	4.5	23	3	1.5
3	1	0.5	24	0	0.0
4	5	2.5	25	4	2.0
5	3	1.5	26	2	1.0
6	2	1.0	27	0	0.0
7	1	0.5	28	2	1.0
8	5	2.5	29	0	0.0
9	0	0.0	30	1	0.5
10	6	3.0	31-33	0	0.0
11	2	1.0	34	1	0.5
12	1	0.5	35-36	0	0.0
13	2	1.0	37	1	0.5
14	2	1.0	38	0	0.0
15	2	1.0	39	1	0.5
16	3	1.5	40-48	0	0.0
17	0	0.0	49	1	0.5
18	1	0.5	50 or more	0	0.0
19	2	1.0			
20	10	5.0	Unascertained	<u>111</u>	<u>55.2</u>
21	2	1.0	Total	201	100.2

30. Are you now a member of an employee association or union?

	<u>Number</u>	<u>Percent</u>
Yes	90	44.8
No	105	52.2
Unascertained	<u>6</u>	<u>3.0</u>
Total	201	100.0

31. Place of birth

	Self		Wife or husband		Father		Father's father		Mother		Mother's father	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
Louisiana	155	77.1	127	63.2	128	63.7	96	47.8	132	65.7	112	55.7
U. S., other than La.	43	21.4	50	24.9	61	30.3	70	34.8	57	28.4	56	27.9
Non-U. S.	1	0.5	1	0.5	9	4.5	28	13.9	9	4.5	22	10.9
Unascertained	<u>2</u>	<u>1.0</u>	<u>23</u>	<u>11.4</u>	<u>3</u>	<u>1.5</u>	<u>7</u>	<u>3.5</u>	<u>3</u>	<u>1.5</u>	<u>11</u>	<u>5.5</u>
Total	201	100.0	201	100.0	201	100.0	201	100.0	201	100.1	201	100.0

32. Sex and marital status

	<u>Number</u>	<u>Percent</u>
Male	160	79.6
Female	36	17.9
Unascertained	<u>5</u>	<u>2.5</u>
Total	201	100.0
Married	169	84.1
Single	15	7.5
Other	2	1.0
Unascertained	<u>15</u>	<u>7.5</u>
Total	201	100.1

33. What was the approximate population of your birthplace at the time of your birth?

	<u>Number</u>	<u>Percent</u>
Over 400,000 (or a suburb of a city this size)	14	7.0
100,000-400,000 (or a suburb of a city this size)	14	7.0
25,000-100,000	13	6.5
2,500-25,000	54	26.9
Rural or less than 2,500	103	51.2
Unascertained	<u>3</u>	<u>1.5</u>
Total	201	100.1

34. (a) In what city, parish (county), and state was your first state civilian position located?^a

State in which first state civilian position located

	<u>Number</u>	<u>Percent</u>		<u>Number</u>	<u>Percent</u>
Alabama	1	0.5	Mississippi	3	1.5
Arkansas	2	1.0	Texas	3	1.5
Florida	2	1.0	Other states	0	0.0
Indiana	1	0.5	Unascertained	<u>2</u>	<u>1.0</u>
Kansas	1	0.5	Total	201	100.0
Louisiana	186	92.5			

^aResponses to the following in question 34 (a, b, and c) were not recorded from the questionnaire: the city and parish in which executive's first state civilian position was located, city and parish where present state position is located, and city and parish of present legal residence.

35. Are you registered in any parish as a voter?

	<u>Number</u>	<u>Percent</u>
Yes	197	98.0
No	3	1.5
Unascertained	<u>1</u>	<u>0.5</u>
Total	201	100.0

If so, what is the parish? (Responses were not recorded.)

36. If born in Louisiana, in which parish were you born?

	<u>No.</u>	<u>Per- cent</u>		<u>No.</u>	<u>Per- cent</u>
Acadia	3	1.5	Natchitoches	2	1.0
Allen	4	2.0	Orleans	14	7.0
Ascension	1	0.5	Ouachita	2	1.0
Assumption	0	0.0	Plaquemines	0	0.0
Avoyelles	12	6.0	Pointe Coupee	4	2.0
Beauregard	2	1.0	Rapides	3	1.5
Bienville	1	0.5	Red River	0	0.0
Bossier	1	0.5	Richland	0	0.0
Caddo	1	0.5	Sabine	6	3.0
Calcasieu	4	2.0	St. Bernard	0	0.0
Caldwell	4	2.0	St. Charles	0	0.0
Cameron	0	0.0	St. Helena	5	2.5
Catahoula	1	0.5	St. James	1	0.5
Claiborne	3	1.5	St. John the		
Concordia	0	0.0	Baptist	1	0.5
DeSoto	1	0.5	St. Landry	3	1.5
East Baton Rouge	9	4.5	St. Martin	1	0.5
East Carroll	0	0.0	St. Mary	2	1.0
East Feliciana	3	1.5	St. Tammany	0	0.0
Evangeline	1	0.5	Tangipahoa	5	2.5
Franklin	3	1.5	Tensas	1	0.5
Grant	2	1.0	Terrebonne	1	0.5
Iberia	2	1.0	Union	3	1.5
Iberville	4	2.0	Vermilion	3	1.5
Jackson	2	1.0	Vernon	3	1.5
Jefferson	2	1.0	Washington	4	2.0
Jefferson Davis	1	0.5	Webster	1	0.5
Lafayette	6	3.0	West Baton Rouge	1	0.5
Lafourche	1	0.5	West Carroll	1	0.5
LaSalle	2	1.0	West Feliciana	1	0.5
Lincoln	4	2.0	Winn	5	2.5
Livingston	1	0.5			
Madison	0	0.0	Unascertained	<u>46</u>	<u>22.9</u>
Morehouse	1	0.5			
			Total	201	100.4

37. (a) Did you find it possible to vote in any of the following presidential elections?

	Yes		No		Unascertained		Total	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
1952	180	89.5	19	9.5	2	1.0	201	100.0
1956	186	92.5	13	6.5	2	1.0	201	100.0
1960	195	97.0	4	2.0	2	1.0	201	100.0
1964	195	97.0	4	2.0	2	1.0	201	100.0

(b) Did you find it possible to vote in any of the following Louisiana gubernatorial primary elections?

	Yes		No		Unascertained		Total	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
1951	170	84.5	31	15.5	0	0.0	201	100.0
1955	184	91.5	17	8.5	0	0.0	201	100.0
1959	193	96.0	8	4.0	0	0.0	201	100.0
1963	194	96.5	7	3.5	0	0.0	201	100.0
1967	195	97.0	6	3.0	0	0.0	201	100.0

38. If you have succeeded the person to whom this questionnaire was originally addressed, please check.

	<u>Number</u>	<u>Percent</u>
Checked	0	0.0
Did not check	201	100.0
Unascertained	<u>0</u>	<u>0.0</u>
Total	201	100.0

39. If you are no longer a state employee, please check.

	<u>Number</u>	<u>Percent</u>
Checked	0	0.0
Did not check	201	100.0
Unascertained	<u>0</u>	<u>0.0</u>
Total	201	100.0

40. What is your religious preference or membership?

	<u>Number</u>	<u>Percent</u>
Roman Catholic	71	35.3
Jewish	2	1.0
Protestant	122	60.7
Other	0	0.0
None	4	2.0
Unascertained	<u>2</u>	<u>1.0</u>
Total	201	100.0

If Protestant, what denomination?

	<u>Number</u>	<u>Percent</u>
Presbyterian	13	6.5
Lutheran	2	1.0
Episcopalian	11	5.5
Methodist	43	21.4
Baptist	42	20.9
Disciples of Christ	1	0.5
Christian	1	0.5
Church of Christ	1	0.5
Non-Protestant	77	38.3
Unascertained	<u>10</u>	<u>5.0</u>
Total	201	100.1

41. What is your race?

	<u>Number</u>	<u>Percent</u>
White	196	97.5
Negro	3	1.5
Other	0	0.0
Unascertained	<u>2</u>	<u>1.0</u>
Total	201	100.0

42. At the right is a picture of a ladder [which appears in the questionnaire, Appendix B]. Suppose we say that at the top of the ladder is the very best, the absolutely ideal sort of occupation that you can imagine. At the bottom is the very worst sort of occupation. Where on the ladder would you put your present occupation, that is, what you are doing now? (PLEASE INDICATE BY PLACING THE LETTER "A" IN THE APPROPRIATE SPACE IN THE LADDER.)
43. Now think of what you were doing five years ago. Where on this ladder would you put what you were doing five years ago? (PLEASE INDICATE BY PLACING THE LETTER "B" IN THE APPROPRIATE SPACE IN THE LADDER.)
44. Think now of your occupational future. Where on the ladder do you expect to be five years from now? (PLEASE INDICATE BY PLACING THE LETTER "C" IN THE APPROPRIATE SPACE IN THE LADDER.)
45. Suppose you were doing what you are now doing, but you worked for private business. How much better or worse would that be? (PLEASE INDICATE BY PLACING THE LETTER "D" IN THE APPROPRIATE SPACE IN THE LADDER.)

Spaces on the ladder	Question 42		Question 43		Question 44		Question 45	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
1	59	29.4	45	22.4	70	34.8	44	21.9
2	47	23.4	27	13.4	54	26.9	41	20.4
3	55	27.4	28	13.9	25	12.4	41	20.4
4	23	11.4	41	20.4	15	7.5	14	7.0
5	9	4.5	29	14.4	5	2.5	18	9.0
6	1	0.5	10	5.0	0	0.0	9	4.5
7	0	0.0	5	2.5	0	0.0	4	2.0
8	0	0.0	3	1.5	0	0.0	1	0.5
9	0	0.0	0	0.0	0	0.0	0	0.0
10	0	0.0	2	1.0	1	0.5	1	0.5
Unascertained	<u>7</u>	<u>3.5</u>	<u>11</u>	<u>5.5</u>	<u>31</u>	<u>15.4</u>	<u>28</u>	<u>13.9</u>
Total	201	100.1	201	100.0	201	100.0	201	100.1

46. Of all the experiences, influences, and events between the time you first became aware of state government and the time you first went to work for state government, which were particularly important in moving you in that direction (working for state government)?

	First response		Second response		Third response	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
<u>Security, prestige, fringe, and other benefits.</u> Annual leave, civil service protection, frequent holidays, five day work week, geographical location, job security, prestige in the community, retirement benefits, sick leave, stability of employment, status of state employment	14	7.0	10	5.0	3	1.5
<u>Presence of job opportunities.</u> Availability of the job, expansion of regulatory branch of state government, expediency, offer as part of departmental reorganization, opportunity for a second career, professional level position, recruitment program on college campus	39	19.4	12	6.0	3	1.5
<u>Salary and wages.</u> Money, pay, salary increase	6	3.0	2	1.0	0	0.0
<u>Job preference.</u> Challenging work, interesting work offered, like politics, my area of interest is a function of the state, my career choice, opportunity to develop a new program, opportunity to handle responsibilities	23	11.4	9	4.5	4	2.0

	First response		Second response		Third response	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
<u>Serves or wants to serve others, society, or certain parts of society.</u> Desire to partici- pate in civic and public projects, importance of good quality of public service, importance of quantity of the public service, interest in helping people, desire to see no under-edu- cated or under- employed because of lack of opportunity, need for furthering the development of education, oppor- tunity to be of greater service, opportunity to serve people and the community	21	10.4	12	6.0	2	1.0
<u>Self-advancement and desire of success.</u> Opportunity for experience, profes- sional training, promotion, and advancement	8	4.0	7	3.5	3	1.5
<u>Persuaded by other people.</u> Association with professionals, family, legislature asked me, professors, requests by state officials, friendship with agency head, friends in the department	18	9.0	5	2.5	2	1.0

	First response		Second response		Third response	
	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>	<u>No.</u>	<u>Percent</u>
<u>Previous employment, experience, and training.</u> Educa- tion, experience as a teacher, experience as an administrator, experience in a private capacity, graduate school, past experience, professional back- ground, student employment, working for the federal government	17	8.5	2	1.0	0	0.0
<u>Other experiences, influences, and events.</u> Ability I possess, association with people, hard work, less physical demand	7	3.5	2	1.0	0	0.0
Unascertained	<u>48</u>	<u>23.9</u>	<u>140</u>	<u>69.7</u>	<u>184</u>	<u>91.5</u>
Total	201	100.1	201	100.2	201	100.0

47. How many years have you worked for state government?

	<u>Number</u>	<u>Percent</u>
Less than 1	3	1.5
1	4	2.0
2	5	2.5
3	11	5.5
4	7	3.5
5	10	5.0
6	2	1.0
7	7	3.5
8	3	1.5
9	4	2.0
10	4	2.0
11	1	0.5
12	4	2.0
13	3	1.5
14	2	1.0
15	7	3.5
16	5	2.5
17	8	4.0
18	3	1.0
19	8	4.0
20	6	3.0
21	7	3.5
22	10	5.0
23	8	4.0
24	7	3.5
25	3	1.5
26	4	2.0
27	5	2.5
28	8	4.0
29	4	2.0
30	11	5.5
31	5	2.5
32	2	1.0
33	1	0.5
34	4	2.0
35	2	1.0
36	1	0.5
37	2	1.0
38	1	0.5
39	2	1.0
40-42	0	0.0
43	1	0.5
44	0	0.0
45	1	0.5
46 or more	0	0.0
Unascertained	<u>5</u>	<u>2.5</u>
Total	201	100.0

48. What are the things you like about working for Louisiana state government?

	First response	Second response	Third response
	<u>Per-</u>	<u>Per-</u>	<u>Per-</u>
	<u>No. cent</u>	<u>No. cent</u>	<u>No. cent</u>
<u>Security, prestige, fringe, and other benefits.</u> Ability to remain in my native area, annual leave, five day work week, hours of work, holidays, hospitalization and insurance, job security, living in one place, no over-time, non-political promotional system, security of classification service, prestige in my work, retirement system, sick and earned leave, stability of employment, vacations	53 26.4	40 19.9	30 14.9
<u>The nature of the task performed.</u> Challenge in helping establish good management for state government, challenge in improving operations, challenge in accomplishing my job, complexity of tasks, dealing with youth, different from previous employment, diversity, freedom to plan, interesting, like this work, love the public service, executive independence, opportunity for independent endeavor, opportunity to be original, opportunity to do long and short range planning, opportunity to exert initiative, opportunity to put some of my original ideas into practice, opportunity to think, pride and accomplishments in the success of my agency, progressive field of endeavor, real challenge in my work, rewarding, satisfying, the type of work, working with manpower programs, worthwhile	52 25.9	23 11.4	13 6.5

	First response No.	Per- cent	Second response No.	Per- cent	Third response No.	Per- cent
<u>Salary and wages.</u> Money, pay, fair pay, attractive wages, pay now competitive, good salary	8	4.0	8	4.0	6	3.0
<u>Absence of political influ- ence or control.</u> Little political interference, no political influences to demand a compromise of my professional standards, a non-political promotional system	2	1.0	6	3.0	0	0.0
<u>Service to others, society, or certain parts of society.</u> Being able to be of service to people, contributing to building up of Louisiana's resources, contribution to people and society, helping handicapped citizens, helping the under-educated, helping the under-privileged, helping the under-educated adults, opportunity to assist people less fortunate than I, oppor- tunity to better educate the youth of the state, oppor- tunity to improve the human race, promoting education, public assistance to dis- abled, to contribute to the common good eliminating undue suffering and poverty and ignorance, up-grading of service	27	13.4	15	7.5	12	6.0
<u>Self-advancement and desire of success.</u> Advancing to pro- fessional status, opportunity to learn, chance for educa- tion, chance to advance	6	3.0	6	3.0	3	1.5
<u>Pleasant contact and relations with people, associates, and supervisory personnel.</u> Admin- istrators who worked their way up from experience, associates,						

	First response <u>No.</u>	<u>Per-</u> <u>cent</u>	Second response <u>No.</u>	<u>Per-</u> <u>cent</u>	Third response <u>No.</u>	<u>Per-</u> <u>cent</u>
peers and fellow workers, contacts with people throughout the state, environment, excellent work relationships, fair treatment, good adminis- trators, good office, honesty in dealing with people served, honesty of staff supervised and supervisors, no special advantages for persons, personal interest some supervisors have taken in me, professional personnel associates, stable leader- ship, working conditions	22	10.9	23	11.4	13	6.5
<u>Other things liked.</u> Agencies financed by the federal government, clear-cut administrative lines, good department personnel practices	2	1.0	1	0.5	1	0.5
Unascertained	<u>29</u>	<u>14.4</u>	<u>79</u>	<u>39.3</u>	<u>123</u>	<u>61.2</u>
Total	201	100.0	201	100.0	201	100.1

49. What are the things you dislike about working for Louisiana state government?

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Poor working conditions and the quality of personnel.</u> Employment standards for state social workers are lower than the federal standard, failure of state to use qualified people in high administrative positions, failure to attract and use good brains, inability to attract qualified personnel, morals and ethics in state services among elected officials especially, poor career planning, poor quality of top-level leaders in departments, religious and geographical discrimination in hiring, rigidity of civil service, slow promotional system, some poor employees, too much staff turnover	10	5.0	10	5.0	9	4.5
<u>Low salary.</u> No job classification for Ph.D. level social workers, underpaid, pay not comparable to federal and industry	34	16.9	8	4.0	4	2.0
<u>Lack of security, prestige, and adequate fringe and other benefits.</u> Hours of work much too long, lack of prestige in the community, lack of job security, lack of social security coverage, no overtime, parsimonious professional benefits, poor public image of state						

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
employees, poor sabbatical leave plan, undue criticism from the public, unfavorable news items printed to create controversy and further selfish interests	17	8.5	14	7.0	1	0.5

Political influences. Administrative change resulting from political turn-over, advancement dependent on political influences, change in appointed head of departments, failure to adhere to civil service rules and regulations in hiring and firing, a rural dominated legislature with control over powerful committees, idea that most politicians have about their running the government, political favoritism, political interference resulting in indecision and instability, politics, politics which interferes with unbiased resolution of problems, salary dependent on politics, political atmosphere in budgeting and personnel, interference by self-interested politicians trying to get a better job done

22	10.9	14	7.0	8	4.0
----	------	----	-----	---	-----

Difficulty encountered in financing programs. Having to depend on the legislature for money, inequalities of budgets to favored agencies, lack of adequate financing, lack of consideration on the part of the legislative budget committee as to the importance of

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
service being performed, lack of funds, uncertainty about finances	19	9.5	6	3.0	4	2.0
<u>Restrictions on political activity.</u> Hatch Act, too restrictive with regard to political expression	2	1.0	0	0.0	1	0.5
<u>Bureaucratic resistance to change and lack of initiative.</u> Failure to adopt new per- sonnel and management ideas, frustrations of being prevented from accomplishing objectives, frustrations of the govern- mental process, unnecessary delays, delay in getting policy changes, inability to do long range planning, ingrained organi- zational resistance to change, institu- tionalization, minor details occupy my time, not permitted to do the job I'm capable of doing, paper work, poor plan- ning, red tape, reluctance to accept new concepts, restricted initiative, takes too long to get a decision	17	8.5	17	8.5	4	2.0
<u>Policy and organizational problems.</u> Agencies failure to cope with or admit to obvious problems, continued changes through federal edict and supreme court rulings, excessive change in policies, fragmentation of services, having to combat jurisdictional disputes with other agencies, lack of co- ordination among agencies, shaky chain of command, staff tail wagging line dog at the state office level	9	4.5	5	2.5	1	0.5

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Other things disliked.</u> Areas of disagreement, blame and responsibility, inequalities in program we administer, petty personality discussions, pressure from clients	5	2.5	2	1.0	1	0.5
Unascertained	<u>66</u>	<u>32.8</u>	<u>125</u>	<u>62.2</u>	<u>168</u>	<u>83.6</u>
Total	201	100.1	201	100.2	201	100.1

50. Do you think that in employing people the state government should consider any factors other than education and experience?

	<u>Number</u>	<u>Percent</u>
Yes, unqualified	151	75.1
No, unqualified	42	20.9
Yes, qualified	0	0.0
No, qualified	0	0.0
Unascertained	<u>8</u>	<u>4.0</u>
Total	201	100.0

If you answered "yes," what factors should be considered?

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Personal traits and moral characteristics.</u> Ability to adjust easily, adaptability, appropriate dress and behavior, attitude, attitude toward the public service, character, cleanliness, cooperativeness, ability to get along, ability to work						

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
with others, dedication, dependability, diligence, emotional stability, ethics, hard work, industry, initiative and desire, introspection, loyalty to job and country, maturity, morality and moral character, national allegiance, open attitudes toward all races, patience, personal appearance, person- ality, persons who have never affilia- ted with subversive movements, persons without police records, reasonable disposition, reliability, social adjustment, stamina, thrift, tolerance, trustworthiness	104	51.7	74	36.8	46	22.9
<u>Specific social groups.</u> Age, handicapped, local residents, native Louisianians, political affiliation, registered voters, rural or urban residents (depending on the location of the job), sex, state residence, veterans	7	3.5	4	2.0	3	1.5
<u>Past performance and job records.</u> Ability demonstrated by previous performance, accomplishments, accomplishments before employment, education, past employment, prior performance in school work, references	8	4.0	5	2.5	1	0.5

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Mental and physical capacity.</u> Ability, common sense in making decisions that affect people, development poten- tial, aptitude, health, intellect, intelligence, intelligence quotient, leadership qualities and capabilities, physical ability to perform duties	17	8.5	13	6.5	10	5.0
<u>Interest in the work performed.</u> Desire to actually be of service to people, desire to work, good work habits, those who care, belief in the value of the work performed, interest	4	2.0	14	7.0	8	4.0
<u>Compatibility between the person and the job.</u> Suitability to the type of job, their compatibility with the type of work for which they are being considered	3	1.5	0	0.0	2	1.0
<u>Other factors to be considered.</u> Leisure time, obligations, promote public relations, reputation	1	0.5	0	0.0	2	1.0
Unascertained	<u>57</u>	<u>28.4</u>	<u>91</u>	<u>45.3</u>	<u>129</u>	<u>64.2</u>
Total	201	100.1	201	100.1	201	100.1

51. Do you think state government employees should be allowed to hold other jobs at the same time?

	<u>Number</u>	<u>Percent</u>
Yes, unqualified	61	30.3
No, unqualified	92	45.8
Yes, qualified	29	14.4
No, qualified	8	4.0
Unascertained	<u>11</u>	<u>5.5</u>
Total	201	100.0

52. If you had to advise a young person on a career, would you advise him to enter state government service?

	<u>Number</u>	<u>Percent</u>
Yes, unqualified	130	64.7
No, unqualified	31	15.4
Yes, qualified	14	7.0
No, qualified	1	0.5
Unascertained	<u>25</u>	<u>12.4</u>
Total	201	100.0

53. Do you think that the election of a new Governor results in significant turnover among non-elective executives employed by Louisiana state government?

	<u>Number</u>	<u>Percent</u>
Yes, unqualified	89	44.3
No, unqualified	83	41.3
Yes, qualified	6	3.0
No, qualified	6	3.0
Unascertained	<u>17</u>	<u>8.5</u>
Total	201	100.1

54. Regardless of presently approved procedures, what do you think would be the surest way for an ordinary citizen to go about getting a favorable decision from your agency?

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Make requests through normal established channels and procedures.</u> Appeal through legal procedures, business letter, phone calls, follow legal procedures, handle request in business-like manner, honest, forthrightness, ask, inquire, present problem factually, request agency's assistance, regular channels	86	42.8	25	12.4	4	2.0
<u>Proof of need of service.</u> Abundant testimony, evidence of need, need of service, justify the request	13	6.5	6	3.0	0	0.0
<u>Personally contact the agency.</u> Personal contact, personal interview, visit, work closely with the agency	13	6.5	3	1.5	0	0.0
<u>Gain the support of other government agencies or officials.</u> Check with the congressional delegation, have the support of local governing bodies, legislative action, local representatives, political power, influential persons	15	7.5	6	3.0	4	2.0

	First response		Second response		Third response	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
<u>Personality and character traits.</u> Ability, dedication, pleasing personality	2	1.0	2	1.0	1	0.5
<u>Contact a particular member of the agency.</u> Appeal to the com- mission, contact the right person in the agency, the proper person in charge, see the department head, through state board action, through the top administrator	11	5.5	7	3.5	0	0.0
<u>Other procedures.</u> Deal with a professional staff, deal with a small staff, through civil service, through college or university	10	5.0	2	1.0	2	1.0
Unascertained	<u>51</u>	<u>25.4</u>	<u>150</u>	<u>74.6</u>	<u>190</u>	<u>94.5</u>
Total	201	100.2	201	100.0	201	100.0

55. No one is going to care much what happens to you when you get right down to it.

	<u>Number</u>	<u>Percent</u>
Agree	29	14.4
Disagree	164	81.6
Unascertained	<u>8</u>	<u>4.0</u>
Total	201	100.0

56. A person should be forward and speak his mind in all situations.

	<u>Number</u>	<u>Percent</u>
Agree	46	22.9
Disagree	134	66.7
Unascertained	<u>21</u>	<u>10.4</u>
Total	201	100.0

57. There is not much use for me to try to plan ahead because there is usually something that makes me change my plans.

	<u>Number</u>	<u>Percent</u>
Disagree	179	89.1
Agree	12	6.0
Unascertained	<u>10</u>	<u>5.0</u>
Total	201	100.1

58. If you don't watch yourself, people will take advantage of you.

	<u>Number</u>	<u>Percent</u>
Agree	64	31.8
Disagree	116	57.7
Unascertained	<u>21</u>	<u>10.4</u>
Total	201	99.9

59. I would say that the best thing is to be proper in behavior and not really loosen up in work situations.

	<u>Number</u>	<u>Percent</u>
Disagree	94	46.8
Agree	74	36.8
Unascertained	<u>33</u>	<u>16.4</u>
Total	201	100.0

60. I seem to be the kind of person who has more good luck than bad luck.

	<u>Number</u>	<u>Percent</u>
Agree	158	78.6
Disagree	24	11.9
Unascertained	<u>19</u>	<u>9.5</u>
Total	201	100.0

61. People are more inclined to look out for themselves than to help others.

	<u>Number</u>	<u>Percent</u>
Agree	91	45.3
Disagree	90	44.8
Unascertained	<u>20</u>	<u>10.0</u>
Total	201	100.1

62. It is best not to let others see how you really feel about something.

	<u>Number</u>	<u>Percent</u>
Disagree	135	67.2
Agree	37	18.4
Unascertained	<u>29</u>	<u>14.4</u>
Total	201	100.0

63. I would rather decide things when they come up than always try to plan ahead.

	<u>Number</u>	<u>Percent</u>
Disagree	168	83.6
Agree	19	9.5
Unascertained	<u>14</u>	<u>7.0</u>
Total	201	100.1

64. Most people can be trusted.

	<u>Number</u>	<u>Percent</u>
Disagree	4	2.0
Agree	187	93.0
Unascertained	<u>10</u>	<u>5.0</u>
Total	201	100.0

APPENDIX D

APPENDIX TABLE 1

PERCENT OF 1968 LOUISIANA EXECUTIVES BORN IN REGIONS
OF THE STATE, BY POSITION-TITLE

Position-title (According to Level in Hierarchy)	Louisiana Region of Birth			Total	
	North	South	Florida		
Agency director	58.3	29.2	12.5	100.0	N=24
Assistant agency director	6.2	56.3	37.5	100.0	N=16
First level division director	25.0	50.0	25.0	100.0	N=24
First level division assistant director	41.7	50.0	8.3	100.0	N=12
Second level division director ^a	40.8	48.1	11.1	100.0	N=27
Field office director ^b	34.6	48.1	17.3	100.0	N=52

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 2

PERCENT DISTRIBUTION OF 1968 LOUISIANA EXECUTIVES BORN
IN FIVE SIZES OF COMMUNITIES, BY POSITION-TITLE

Position-title (According to Level in Hierarchy)	Size of Community of Birth					Total
	400,000 and over	100,000- 400,000	25,000- 100,000	2,500- 25,000	Under 2,500	
Agency director	6.9	3.4	3.4	24.1	62.2	100.0 N=29
Assistant agency director	11.2	16.6	16.6	27.8	27.8	100.0 N=18
First level division director	6.7	3.3	6.7	26.6	56.7	100.0 N=30
First level division assistant director	6.7	0.0	0.0	33.3	60.0	100.0 N=15
Second level division director ^a	0.0	3.0	9.1	30.3	57.6	100.0 N=33
Field office director ^b	9.6	11.0	5.5	26.0	47.9	100.0 N=73

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 3

PERCENT OF 1968 LOUISIANA EXECUTIVES BORN IN LOUISIANA, UNITED STATES,
AND FOREIGN COUNTRIES, BY POSITION-TITLE

Position-title (According to Level in Hierarchy)	Place of Birth			Total	
	Louisiana	United States (excluding Louisiana)	Foreign		
Agency director	80.7	16.1	3.2	100.0	N=31
Assistant agency director	88.9	11.1	0.0	100.0	N=18
First level division director	76.7	23.3	0.0	100.0	N=30
First level division assistant director	86.7	13.3	0.0	100.0	N=15
Second level division director ^a	81.2	18.8	0.0	100.0	N=32
Field office director ^b	71.2	28.8	0.0	100.0	N=73

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 4

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1960 LOUISIANA
ADULT POPULATION, BY RACE

Race	Louisiana Executives			Population
	Classified	Unclassified	All	1960 Louisiana adult ^a
White	100.0	96.6	98.5	71.4
Negro	0.0	3.4	1.5	28.2
Other	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>	<u>0.4</u>
Total	100.0	100.0	100.0	100.0
	N=110	N= 89	N=199	

^aCalculated from: U. S., Department of Commerce, Bureau of the Census, Eighteenth Census of the United States: 1960 Population (Washington: U. S. Government Printing Office), Vol. I, p. 116.

APPENDIX TABLE 5

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1960 LOUISIANA
ADULT POPULATION, BY SEX

Sex	Louisiana Executives			Population
	Classified	Unclassified	All	1960 Louisiana adult ^a
Male	73.1	92.0	81.7	47.7
Female	<u>26.9</u>	<u>8.0</u>	<u>18.3</u>	<u>52.3</u>
Total	100.0	100.0	100.0	100.0
	N=108	N= 88	N=196	

^aCalculated from: U. S., Department of Commerce, Bureau of the Census, Eighteenth Census of the United States: 1960 Population (Washington: U. S. Government Printing Office), Vol. I, p. 116.

APPENDIX TABLE 6
PERCENT OF 1968 LOUISIANA EXECUTIVES, BY
SEX AND POSITION-TITLE

Position-title (According to Level in Hierarchy)	<u>All Louisiana Executives</u>			
	<u>Sex</u>		Total	
	Male	Female		
Agency director	93.6	6.4	100.0	N=31
Assistant agency director	94.4	5.6	100.0	N=18
First level division director	96.6	3.4	100.0	N=29
First level division assistant director	93.3	6.7	100.0	N=15
Second level division director ^a	87.5	12.5	100.0	N=32
Field office director ^b	62.0	38.0	100.0	N=71

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 7

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1960 LOUISIANA
POPULATION, BY MARITAL STATUS

Marital Status	Louisiana Executives			Population
	Classified	Unclassified	All	1960 Louisiana (14 years and over) ^a
Married	86.3	98.8	91.9	74.8
Single	<u>13.7</u>	<u>1.2</u>	<u>8.1</u>	<u>25.2</u>
Total	100.0	100.0	100.0	100.0
	N=102	N= 82	N=184	

^aCalculated from: U. S., Department of Commerce,
Bureau of the Census, Eighteenth Census of the United States:
1960 Population (Washington: U. S. Government Printing
Office), Vol. I, p. 35.

APPENDIX TABLE 8

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY
MARITAL STATUS AND POSITION-TITLE

Position-title (According to Level in Hierarchy)	All Louisiana Executives			
	Married	Single	Total	
Agency director	100.0	0.0	100.0	N=28
Assistant agency director	100.0	0.0	100.0	N=17
First level division director	92.9	7.1	100.0	N=28
First level division assistant director	93.3	6.7	100.0	N=15
Second level division director ^a	96.8	3.2	100.0	N=31
Field office director ^b	83.0	17.0	100.0	N=65

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 9
 PERCENT OF 1968 LOUISIANA EXECUTIVES, BY
 RELIGIOUS PREFERENCE

Religious Preference	Louisiana Executives		
	Classified	Unclassified	All
Roman Catholic	39.6	32.6	36.4
Jewish	1.9	0.0	1.0
Protestant	<u>58.5</u>	<u>67.4</u>	<u>62.6</u>
Total	100.0	100.0	100.0
	N=106	N= 89	N=195

APPENDIX TABLE 10

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY RELIGIOUS PREFERENCE
AND POSITION-TITLE

Position-title (According to Level of Hierarchy)	All Louisiana Executives			Total	
	Religious Preference				
	Roman Catholic	Jewish	Protestant		
Agency director	23.3	0.0	76.7	100.0	N=30
Assistant agency director	35.2	0.0	64.8	100.0	N=17
First level division director	46.4	3.6	50.0	100.0	N=28
First level division assistant director	46.7	0.0	53.3	100.0	N=15
Second level division director ^a	36.4	0.0	63.6	100.0	N=33
Field office director ^b	36.1	1.4	62.5	100.0	N=72

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 11

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY LEVEL OF EDUCATION AND POSITION-TITLE

Position-title (According to Level in Hierarchy)	Level of Education of All Louisiana Executives					Total	
	Less than high school	Some high school	High school graduation	Some college	College graduation		
Agency director	0.0	0.0	12.9	29.0	58.1	100.0	N=31
Assistant agency director	0.0	0.0	23.8	28.6	47.6	100.0	N=21
First level division director	3.4	0.0	3.4	17.2	76.0	100.0	N=29
First level division assis- tant director	0.0	0.0	0.0	6.7	93.3	100.0	N=15
Second level division director ^a	0.0	0.0	3.1	0.0	96.9	100.0	N=32
Field office director ^b	0.0	0.0	2.7	14.9	82.4	100.0	N=74

^aIncludes 4 second level division assistant directors.

^bIncludes 9 field office division directors.

APPENDIX TABLE 12

PERCENT OF 1968 LOUISIANA CLASSIFIED EXECUTIVES, AT THREE
EDUCATIONAL LEVELS, BY EDUCATION OF PARENTS

Education of Parents	Educational Levels of Louisiana Career Executives			Total	
	Did not attend high school	Attended high school	Attended college		
Neither attended high school	0.0	5.6	94.4	100.0	N=18
One attended high school, one did not	0.0	0.0	100.0	100.0	N= 7
One did not attend high school, one attended college	0.0	0.0	100.0	100.0	N= 4
Both attended high school	0.0	0.0	100.0	100.0	N=23
One attended college, one attended high school	0.0	4.5	95.5	100.0	N=22
Both attended college	0.0	0.0	100.0	100.0	N=29

APPENDIX TABLE 13

PERCENT OF 1968 LOUISIANA UNCLASSIFIED EXECUTIVES, AT THREE EDUCATIONAL
LEVELS, BY EDUCATION OF PARENTS

Education of Parents	Educational Levels of Louisiana Unclassified Executives			Total	
	Did not attend high school	Attended high school	Attended college		
Neither attended high school	0.0	5.9	94.1	100.0	N=17
One attended high school, one did not	0.0	0.0	100.0	100.0	N= 9
One did not attend high school, one attended college	0.0	0.0	100.0	100.0	N= 4
Both attended high school	0.0	8.3	91.7	100.0	N=24
One attended college, one attended high school	0.0	5.9	94.1	100.0	N=17
Both attended college	0.0	0.0	100.0	100.0	N=12

APPENDIX TABLE 14

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL
EXECUTIVES AT THREE EDUCATIONAL LEVELS, BY
EDUCATION OF FATHER^a

	Education of Father		
	Did not attend high school	Attended high school	Attended college
Executives who did not attend high school			
Louisiana classified	0.0	3.3	0.0
Louisiana unclassified	0.0	0.0	0.0
All Louisiana	0.0	1.6	0.0
Federal career ^b	1.0	0.0	0.0
Federal political ^b	0.0	0.0	0.0
Executives who attended high school			
Louisiana classified	6.3	0.0	4.7
Louisiana unclassified	3.6	6.1	4.3
All Louisiana	5.0	3.1	4.5
Federal career ^b	9.0	7.0	3.0
Federal political ^b	4.0	4.0	1.0
Executives who attended college			
Louisiana classified	93.7	96.7	95.3
Louisiana unclassified	96.4	93.9	95.7
All Louisiana	95.0	95.3	95.5
Federal career ^b	90.0	93.0	97.0
Federal political ^b	96.0	96.0	99.0

^aThis table shows the educational attainment of executives at three educational levels of their fathers. For example, of the classified executives whose fathers did not attend high school, 6.3 percent attended high school and 93.7 percent attended college.

^bWarner et al., The American Federal Executive, p. 356.

APPENDIX TABLE 15

PERCENT, BY FATHERS' OCCUPATION, OF ALL 1968 LOUISIANA
EXECUTIVES AT FOUR LEVELS OF EDUCATION

Occupation of Father	Level of Education of All Louisiana Executives ^a				Total	
	Did not graduate from high school	Graduated from high school	Some college	College graduation		
Unskilled worker	0.0	11.1	33.3	55.6	100.0	N= 9
Skilled worker	0.0	4.5	18.2	77.3	100.0	N=22
Farmer	0.0	4.2	14.5	81.3	100.0	N=48
White-collar worker	0.0	0.0	23.5	76.5	100.0	N=17
Owner of small business	0.0	16.7	8.3	75.0	100.0	N=24
Owner of large or medium business	0.0	0.0	15.4	84.6	100.0	N=13
Profession	0.0	0.0	4.0	96.0	100.0	N=24

^aTables 16 and 17, Appendix D, contain comparable data on federal career and political executives.

APPENDIX TABLE 16

PERCENT, BY FATHERS' OCCUPATION, OF 1959 FEDERAL CAREER EXECUTIVES
AT FOUR LEVELS OF EDUCATION

Occupation of Father	Level of Education of Federal Career Executives ^a				Total
	Did not graduate from high school	Graduated from high school	Some college	College graduation	
Unskilled worker	5	8	12	75	100
Skilled worker	4	8	17	71	100
Farmer	2	6	15	77	100
White-collar worker	2	6	16	76	100
Owner of small business	1	4	14	81	100
Owner of large or medium business ^b					
Profession	0	2	12	86	100

^aWarner et al., The American Federal Executive, p. 111.

^bCategory not analyzed separately.

APPENDIX TABLE 17

PERCENT, BY FATHERS' OCCUPATION, OF 1959 FEDERAL POLITICAL
EXECUTIVES AT FOUR LEVELS OF EDUCATION

Occupation of Father	Level of Education of Federal Political Executives ^a				Total
	Did not graduate from high school	Graduated from high school	Some college	College graduation	
Unskilled worker	3	5	3	89	100
Skilled worker	1	2	13	84	100
Farmer	1	3	9	87	100
White-collar worker	1	2	9	88	100
Owner of small business	1	3	4	92	100
Owner of large or medium business ^b					
Profession	0	2	4	94	100

^aWarner et al., The American Federal Executive, p. 111.

^bCategory not analyzed separately.

APPENDIX TABLE 18

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL
EXECUTIVES, BY KINDS OF DEGREES REPORTED^a

Kind of Degree	Louisiana Executives ^b			Federal Executives ^c	
	Classified	Unclassified	All	Career	Political
Bachelor's	76.4	70.5	73.7	68.7	72.5
Master's	32.7	37.5	34.8	23.7	19.8
Ph.D.	1.8	4.5	3.0	9.5	12.5
Law	0.0	5.7	2.5	9.4	39.9
Medical	1.8	2.3	2.0	3.0	2.1
Degree not ascertained	1.8	3.4	2.5		
No degree	20.9	21.6	21.2		
	N=110	N=88	N=198		

^aThe data in this table are not intended to total 100 percent in that they are based on the number of respondents, and some executives have more than one degree.

^bThe difference between the proportion of executives who graduated from college (79.1 percent, Table 5) and the proportion with bachelor's degrees is accounted for by a few executives who were graduated with a degree other than a bachelor's--law or medical--and a few executives who did not report a degree although they reported "college graduation" in item 25 of the questionnaire.

^cWarner et al., The American Federal Executive, p. 357.

APPENDIX TABLE 19

PERCENT, BY LEVELS OF DEGREE, OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES WHO REPORTED AREAS OF SPECIALIZATION

Executives and Levels of Degrees	Areas of Specialization ^a										
	Human- ities	Behav. science	Phys. science	Biol. science	Educa- tion	Bus. admin.	Pub. admin.	Medi- cine	Law	Engi- neering	Agri- culture
Louisiana executives											
Classified											
Four-year level	14.5	37.4	1.2	9.6	10.8	15.7	0.0	1.2	1.2	3.6	4.8 N=83
Master's level	0.0	91.7	0.0	2.8	5.5	0.0	0.0	0.0	0.0	0.0	0.0 N=36
Highest, all levels	0.0	87.2	0.0	5.1	5.1	0.0	0.0	0.0	0.0	0.0	2.6 N=39
Unclassified											
Four-year level	12.3	4.6	9.2	1.5	21.5	10.8	0.0	1.5	6.2	3.1	29.3 N=65
Master's level	6.1	0.0	6.1	0.0	57.6	3.0	0.0	0.0	0.0	0.0	27.2 N=33
Highest, all levels	4.9	0.0	7.3	0.0	51.2	2.4	0.0	4.9	4.9	0.0	24.4 N=41
All											
Four-year level	13.5	23.0	4.7	6.1	15.5	13.5	0.0	1.4	3.4	3.4	15.5 N=148
Master's level	3.0	47.8	3.0	1.4	30.4	1.4	0.0	0.0	0.0	0.0	13.0 N=69
Highest, all levels	2.5	42.5	3.8	2.5	28.8	1.2	0.0	2.5	2.5	0.0	13.7 N=80
Federal executives ^b											
Career											
Four-year level	9.3	15.7	13.7	9.7	2.7	12.1	1.7	0.8	0.5	33.3	0.0
Master's level	6.3	18.5	18.4	11.5	5.4	10.0	8.5	0.8	1.3	19.2	0.0
Political											
Four-year level	21.5	24.0	11.9	5.0	1.7	6.5	3.7	0.4	2.4	21.8	0.0
Master's level	4.8	23.6	23.8	5.1	4.5	7.7	5.7	0.6	2.0	21.6	0.0

^aSubjects included in the areas of specialization appear in item 26, Appendix C.

^bWarner et al., The American Federal Executive, pp. 363-64.

APPENDIX TABLE 20

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES, BY TYPES
OF INSTITUTIONS FROM WHICH FOUR-YEAR DEGREES WERE RECEIVED

Types of Institutions	Louisiana Executives			Federal Executives ^a	
	Classified	Unclassified	All	Career	Political
Public college and universities	81.9	84.8	83.2	50.9	42.9
Private colleges and universities	16.9	15.2	16.1	37.8	49.6
Technical institutions and U. S. academies	0.0	0.0	0.0	7.7	5.7
Miscellaneous U. S. institutions	0.0	0.0	0.0	2.7	1.1
Foreign institutions	<u>1.2</u>	<u>0.0</u>	<u>0.7</u>	<u>0.9</u>	<u>0.7</u>
Total	100.0	100.0	100.0	100.0	100.0
	N= 83	N= 66	N=149		

^aWarner et al., The American Federal Executive, p. 128.

APPENDIX TABLE 21

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY TYPES OF
INSTITUTIONS FROM WHICH HIGHEST
DEGREES WERE RECEIVED

Types of Institutions	Louisiana Executives		
	Classified	Unclassified	All
Public colleges and universities	53.8	97.6	76.3
Private colleges and universities	46.2	2.4	23.7
Other institutions	<u>0.0</u>	<u>0.0</u>	<u>0.0</u>
Total	100.0	100.0	100.0
	N= 39	N= 41	N= 80

APPENDIX TABLE 22

PERCENT OF 1968 LOUISIANA CLASSIFIED EXECUTIVES AND 1959 FEDERAL CAREER EXECUTIVES
IN OCCUPATIONS AFTER BECOMING SELF-SUPPORTING, AT FOUR INTERVALS IN THEIR CAREERS

Occupations of Executives	Occupational Intervals							
	Louisiana Classified Executives				Federal Career Executives ^a			
	First occupa- tion	Occupa- tion 5 years later	Occupa- tion 10 years later	Occupa- tion 15 years later	First occupa- tion	Occupa- tion 5 years later	Occupa- tion 10 years later	Occupa- tion 15 years later
Laborer	7.3	2.9	0.0	0.0	16.0	7.0	4.0	3.0
White-collar worker	17.4	11.4	3.1	2.2	27.0	20.0	9.0	4.0
Foreman or supervisor	2.8	7.6	5.2	4.4	--b	--b	--b	--b
Minor or major executive	5.5	18.1	33.0	43.9	4.0	16.0	35.0	47.0
Business owner	0.0	1.0	4.1	4.4	1.0	2.0	1.0	1.0
Profession	48.6	47.6	44.3	42.9	43.0	45.0	44.0	40.0
Military service	8.3	3.8	2.1	0.0	5.0	7.0	5.0	3.0
Other occupations	10.1 ^c	7.6 ^c	8.2 ^c	2.2 ^c	4.0	3.0	2.0	2.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	N=109	N=105	N= 97	N= 91				

^aWarner et al., The American Federal Executive, p. 378.

^bCategory not analyzed.

^cIncludes custodian, messenger, guard, policeman, mailman, farmer, formal training program, entomologist, employment interviewer, artist, counselor, housewife, public relations, and farm management specialist.

APPENDIX TABLE 23

PERCENT OF 1968 LOUISIANA UNCLASSIFIED EXECUTIVES AND 1959 FEDERAL POLITICAL EXECUTIVES
IN OCCUPATIONS AFTER BECOMING SELF-SUPPORTING, AT FOUR INTERVALS IN THEIR CAREERS

Occupations of Executives	Occupational Intervals							
	Louisiana Unclassified Executives				Federal Political Executives ^a			
	First occupa- tion	Occupa- tion 5 years later	Occupa- tion 10 years later	Occupa- tion 15 years later	First occupa- tion	Occupa- tion 5 years later	Occupa- tion 10 years later	Occupa- tion 15 years later
Laborer	11.5	6.3	7.3	3.9	11.0	4.0	2.0	1.0
White-collar worker	17.2	6.3	4.9	1.3	21.0	11.0	4.0	1.0
Foreman or supervisor	4.6	12.7	8.5	3.9	--b	--b	--b	--b
Minor or major executive	3.4	19.0	37.8	55.8	5.0	14.0	25.0	33.0
Business owner	2.3	6.3	4.9	2.6	1.0	1.0	2.0	3.0
Profession	43.7	31.6	24.4	23.4	53.0	60.0	62.0	59.0
Military service	8.1	8.9	3.7	2.6	6.0	7.0	4.0	2.0
Other occupations	9.2 ^c	8.9 ^c	8.5 ^c	6.5 ^c	3.0	3.0	1.0	1.0
Total	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
	N= 87	N= 79	N= 82	N= 77				

^aWarner et al., The American Federal Executive, p. 379.

^bCategory not analyzed.

^cIncludes custodian, messenger, guard, policeman, fireman, mailman, farmer, formal training program, entomologist, employment interviewer, artist, counselor, housewife, public relations, and farm management specialist.

APPENDIX TABLE 24

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE, BY
POSITION-TITLE, AND BY
OCCUPATION OF FATHER

Position-title and Occupation of Father	Number of Years			Total	
	9 or less	10-19	20 or more		
Agency directors and assistant agency directors					
Laborer	25.0	12.5	62.5	100.0	N= 8
Farmer	25.0	37.5	37.5	100.0	N= 8
White-collar worker	33.4	33.3	33.3	100.0	N= 3
Business owner	44.4	11.2	44.4	100.0	N= 9
Profession	60.0	20.0	20.0	100.0	N= 5
Other position- titles ^a					
Laborer	39.1	47.8	13.1	100.0	N=23
Farmer	16.2	37.8	46.0	100.0	N=37
White-collar worker	20.0	46.7	33.3	100.0	N=15
Business owner	33.3	26.0	40.7	100.0	N=27
Profession	31.6	36.8	31.6	100.0	N=19

^aIncludes first and second level division directors, first and second level division assistant directors, field office directors, and field office division directors.

APPENDIX TABLE 25

PERCENT OF 1968 LOUISIANA EXECUTIVES AND 1959 FEDERAL EXECUTIVES,
BY NUMBER OF ORGANIZATIONS THEY WERE ASSOCIATED
WITH DURING THEIR CAREERS

Number of Organiza- tions	Louisiana Executives			Federal Executives ^a	
	Classified	Unclassified	All	Career	Political
1	18.1	2.4	11.2	13.0	11.0
2	29.5	16.9	23.9	15.0	13.0
3	16.2	24.1	19.8	17.0	18.0
4	11.4	27.7	18.6	15.0	18.0
5	14.3	13.3	13.8	12.0	14.0
6	3.8	3.6	3.7	9.0	9.0
7 or more	<u>6.7</u>	<u>12.0</u>	<u>9.0</u>	<u>19.0</u>	<u>17.0</u>
Total	100.0	100.0	100.0	100.0	100.0
	N=105	N= 83	N=188		

^aWarner et al., The American Federal Executive, p. 170.

APPENDIX TABLE 26

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER FIRST ENTERING THE PUBLIC SERVICE, POSITION-TITLE, AND NUMBER OF ORGANIZATIONS THEY WERE ASSOCIATED WITH DURING THEIR CAREERS

Executives, Position-titles, and Number of Organizations	Number of Years			Total	
	9 or less	10-19	20 or more		
All executives					
1 or 2 organizations	24.2	48.5	27.3	100.0	N= 66
3 or more organizations	30.5	27.1	42.4	100.0	N=118
Agency directors and assistant agency directors					
1 or 2 organizations	75.0	0.0	25.0	100.0	N= 4
3 or more organiza- tions	36.6	19.5	43.9	100.0	N= 41
Other position-titles ^a					
1 or 2 organizations	21.0	51.6	27.4	100.0	N= 62
3 or more organizations	27.3	31.2	41.5	100.0	N= 77

^aIncludes first and second level division directors, first and second level division assistant directors, field office directors, and field office division directors.

APPENDIX TABLE 27

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE AND
BY REGION OF BIRTH

Executives and Region of Birth	Number of Years			Total	
	9 or less	10-19	20 or more		
Classified executives					
North Louisiana	25.0	45.0	30.0	100.0	N=20
South Louisiana	22.7	54.6	22.7	100.0	N=44
Florida Parishes	20.0	46.7	33.3	100.0	N=15
Unclassified executives					
North Louisiana	28.1	31.3	40.6	100.0	N=32
South Louisiana	25.9	14.8	59.3	100.0	N=27
Florida Parishes	46.1	30.8	23.1	100.0	N=13
All executives					
North Louisiana	27.0	36.5	36.5	100.0	N=52
South Louisiana	24.0	39.4	36.6	100.0	N=71
Florida Parishes	32.1	39.3	28.6	100.0	N=28

APPENDIX TABLE 28

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE AND BY
SIZE OF BIRTHPLACE

Executives and Size of Birthplace	Number of Years			Total	
	9 or less	10-19	20 or more		
Classified executives					
2,500 or over	30.5	45.8	23.7	100.0	N= 59
Under 2,500	23.5	45.1	31.4	100.0	N= 51
Unclassified executives					
2,500 or over	38.2	29.4	32.4	100.0	N= 34
Under 2,500	26.0	20.0	54.0	100.0	N= 50
All executives					
2,500 or over	33.3	39.8	26.9	100.0	N= 93
Under 2,500	24.7	32.7	42.6	100.0	N=101

APPENDIX TABLE 29

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE AND BY
RELIGIOUS PREFERENCE

Executives and Religious Preference	Number of Years			Total	
	9 or less	10-19	20 or more		
Classified executives					
Roman Catholic	33.3	45.2	21.5	100.0	N= 42
Protestant	21.3	45.9	32.8	100.0	N= 61
Unclassified executives					
Roman Catholic	33.3	29.6	37.1	100.0	N= 27
Protestant	28.8	20.3	50.9	100.0	N= 59
All executives					
Roman Catholic	33.3	39.2	27.5	100.0	N= 69
Protestant	25.0	33.3	41.7	100.0	N=120

APPENDIX TABLE 30

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE, BY REGION
OF BIRTH, AND BY RELIGIOUS PREFERENCE

Region of Birth and Religious Preference	All Louisiana Executives				Total	
	Number of Years					
	9 or less	10-19	20 or more			
North Louisiana or Florida Parishes						
Roman Catholic	50.0	38.9	11.1	100.0	N= 18	
Protestant	21.7	38.3	40.0	100.0	N= 60	
South Louisiana						
Roman Catholic	21.4	42.9	35.7	100.0	N= 42	
Protestant	26.9	30.8	42.3	100.0	N= 26	

APPENDIX TABLE 31

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE, BY
POSITION-TITLE, AND BY
LEVEL OF EDUCATION

Position-title and Level of Education	Number of Years			Total	
	9 or less	10-19	20 or more		
Agency directors and assistant agency directors					
Less than college graduation	40.0	15.0	45.0	100.0	N= 20
College graduation	42.9	21.4	35.7	100.0	N= 28
Other position-titles ^a					
Less than college graduation	27.4	36.3	36.3	100.0	N= 22
College graduation	25.2	42.3	32.5	100.0	N=123

^aIncludes first and second level division directors,
first and second level division assistant directors, field
office directors, and field office division directors.

APPENDIX TABLE 32

PERCENT OF 1968 LOUISIANA EXECUTIVES, BY NUMBER OF YEARS
REQUIRED TO ACHIEVE THEIR PRESENT POSITIONS AFTER
FIRST ENTERING THE PUBLIC SERVICE AND BY SEX

Sex of Executives	All Louisiana Executives				
	Number of Years			Total	
	9 or less	10-19	20 or more		
Male	31.8	35.7	32.5	100.0	N=157
Female	14.3	37.1	48.6	100.0	N= 35

APPENDIX TABLE 33

NUMBER OF 1968 LOUISIANA EXECUTIVES TO WHOM QUESTIONNAIRES WERE MAILED AND NUMBER OF 1968 LOUISIANA EXECUTIVES WHO RETURNED QUESTIONNAIRES, BY AGENCY

Agency	Louisiana Executives					
	Classified		Unclassified		All	
	Mailed	Returned	Mailed	Returned	Mailed	Returned
Administration, Division of (includes the Surplus Property Agency)	6	3	4	3	10	6
Agriculture, Louisiana Department of	1	0	7	1	8	1
Attorney General, Office of the	0	0	4	2	4	2
Banking Department, State (includes the Securities Commission)	3	0	1	1	4	1
Bond and Building Commission, State	0	0	1	1	1	1
Bond and Tax Board	0	0	1	0	1	0
Civil Defense Agency, State	1	1	0	0	1	1
Civil Service, Louisiana Department of	5	3	1	1	6	4
Commerce and Industry, Depart- ment of	2	1	4	1	6	2
Comptroller, Office of the	0	0	2	0	2	0
Conservation, Department of	6	4	1	1	7	5
Education, Department of Public Education, Louisiana Commission on Extension and Continuing	0	0	73	45	73	45
Employment Security, Department of	0	0	1	0	1	0
Fire Marshal, State	35	25	4	1	39	26
Forestry Commission	0	0	1	0	1	0
Governor, Office of the	1	1	2	1	3	2
	0	0	2	1	2	1

APPENDIX TABLE 33 (CONTINUED)

Agency	Louisiana Executives					
	Classified		Unclassified		All	
	Mailed	Returned	Mailed	Returned	Mailed	Returned
Health, Board of	0	0	1	1	1	1
Higher Education Assistance Commission	0	0	2	1	2	1
Higher Education Facilities Commission	0	0	1	0	1	0
Highways, Department of	4	2	3	1	7	3
Hospitals, Department of	19	15	4	2	23	17
Institutions, Department of	1	1	2	1	3	2
Insurance, Office of the Commissioner of	1	1	1	1	2	2
Insurance Rating Commission, Louisiana (includes Casualty and Surety, Fire, and Marine and Inland Marine Divisions)	2	1	4	3	6	4
Labor, Department of	0	0	1	0	1	0
Land Office, Register of State	1	1	0	0	1	1
Liquefied Petroleum Gas Commission	0	0	2	2	2	2
Milk Commission	0	0	2	1	2	1
Mineral Board, State	1	1	2	1	3	2
Municipal Fire and Police Civil Service Examiner	1	1	0	0	1	1
Nuclear Energy, Board on	0	0	1	1	1	1
Office of Economic Opportunity	0	0	2	1	2	1

APPENDIX TABLE 33 (CONTINUED)

Agency	Louisiana Executives					
	Classified		Unclassified		All	
	Mailed	Returned	Mailed	Returned	Mailed	Returned
Parks and Recreation Commission, State	0	0	2	2	2	2
Public Safety, Department of	0	0	1	1	1	1
Public Service Commission	0	0	2	2	2	2
Public Welfare, Department of	54	44	1	1	55	45
Public Works, Department of	3	0	2	0	5	0
Racing Commission, State	0	0	1	0	1	0
Registration, Board of	0	0	1	0	1	0
Revenue, Department of	0	0	2	1	2	1
Secretary of State, Office of the	0	0	1	1	1	1
Soil and Water Conservation Committee, State	0	0	1	1	1	1
State Buildings Department	0	0	1	0	1	0
Tax Appeals, Board of	0	0	1	0	1	0
Tax Commission, Louisiana	0	0	1	0	1	0
Tourist Development Commission, Louisiana	0	0	2	2	2	2
Treasurer, Office of the	0	0	2	1	2	1
Veterans Affairs, Department of	1	1	2	1	3	2
Wild Life and Fisheries Commission	8	5	2	2	10	7
Total number	156	111	162	90	318	201
Total percent		71.2		55.6		63.2

VITA

The writer was born November 12, 1940, at Montgomery, Texas, the son of Frank Pearson and Lucille Bailey Pearson. He was graduated from Montgomery High School in 1959. He earned a Bachelor of Science degree in government from Sam Houston State University, Huntsville, Texas, in 1963, and a Master of Arts degree in government from Texas A&M University in 1965. The writer began graduate work at Louisiana State University, Baton Rouge, in 1965. He has held teaching assistantships for three years and a dissertation year fellowship while at Louisiana State University.

EXAMINATION AND THESIS REPORT

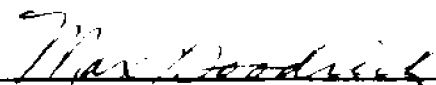
Candidate: William Morris Pearson

Major Field: Government

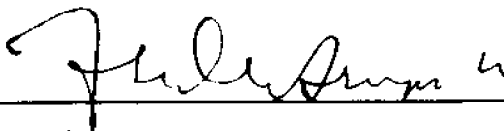
Title of Thesis: Louisiana State Executives: A social Profile

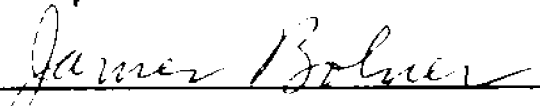
Approved:

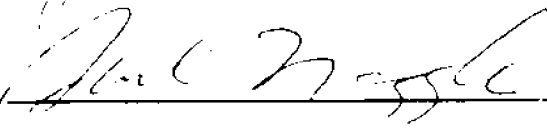

Major Professor and Chairman

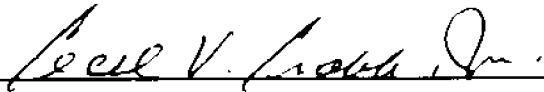

Dean of the Graduate School

EXAMINING COMMITTEE:









Date of Examination:

July 24, 1969